

1/31

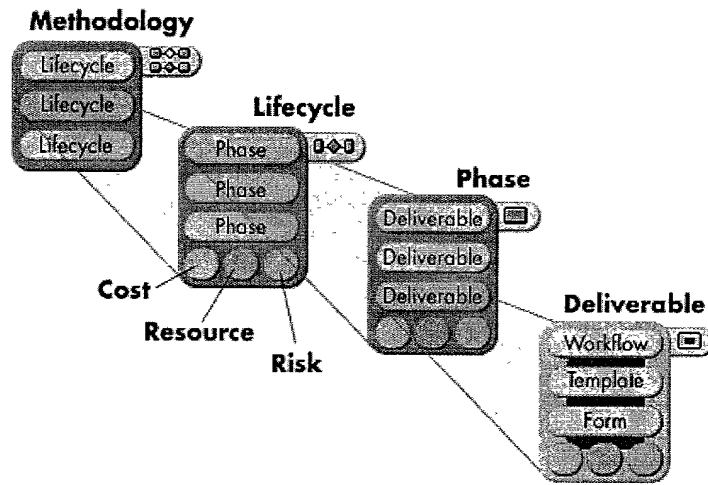


FIGURE 1. - EXAMPLE OBJECTS

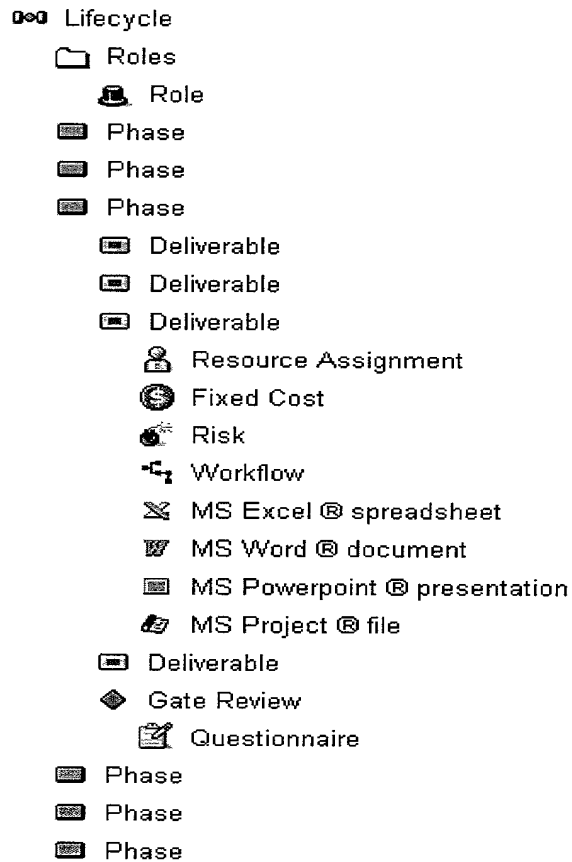


FIGURE 2. EXAMPLE LIF

2/31

ECYCLEBUILDING BLOCKS

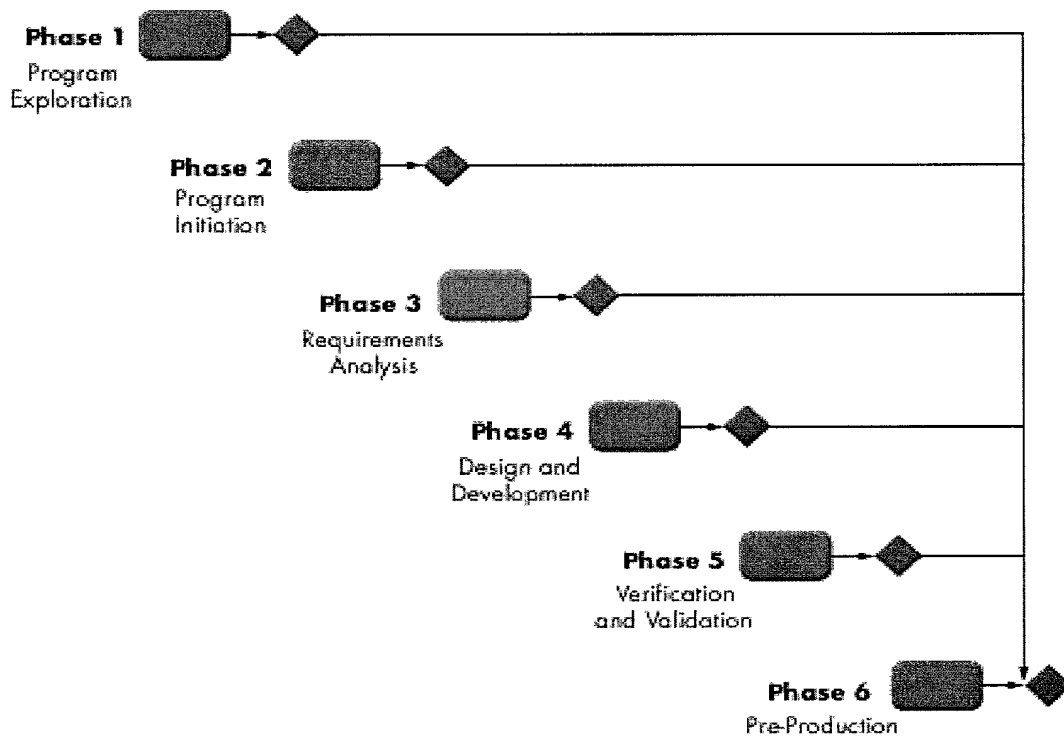
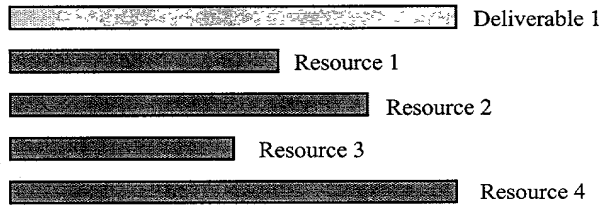
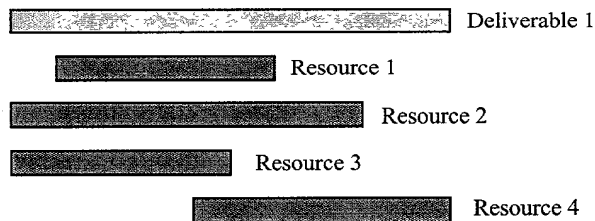


FIGURE 3. SIX-PHASE LIFECYCLE EXAMPLE – SASHIMI

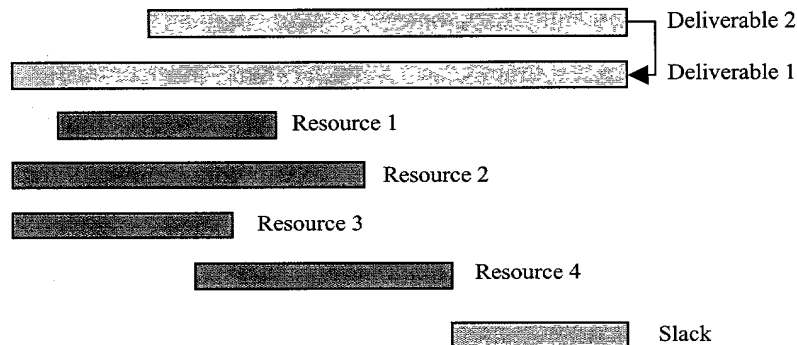
3/31



Example 1: Deliverable 1 has no relationships with other Deliverables (either in the same Phase or other Phases of the Lifecycle). All Resources start as soon as the Deliverable is started. The duration of Deliverable 1 is set by the Deliverable Resource with the longest duration.



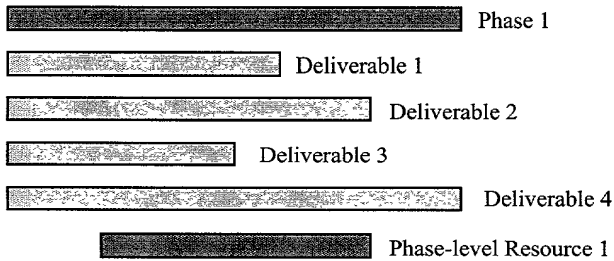
Example 2: Deliverable 1 has no relationships with other Deliverables (either in the same Phase or other Phases of the Lifecycle). Some Resources have start dates different to the Deliverable start date. The duration of Deliverable 1 is set by the Resource with the latest Finish Date



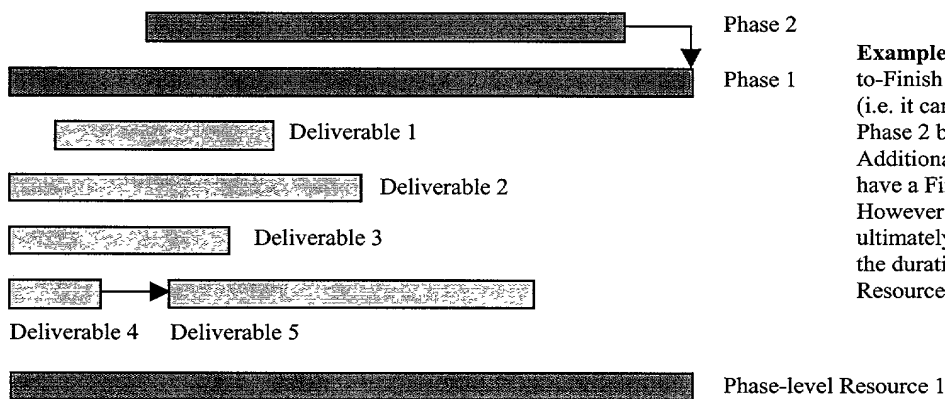
Example 3: Deliverable 1 has a Finish-to-Finish relationship with Deliverable 2 (i.e. it cannot be completed without Deliverable 2 being completed), causing slack in the schedule.

FIGURE 4A. SCHEDULING EXAMPLES

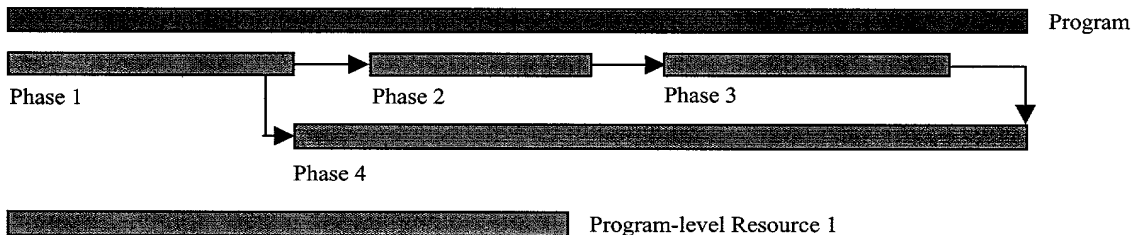
4/31



Example 4: Phase 1 has no relationships with other Phases in the Lifecycle. Similarly none its Deliverables have relationships (all Deliverables can therefore start as soon as the Phase is started). The duration of Phase 1 is set by the Deliverable with the longest duration.



Example 5: Phase 1 has a Finish-to-Finish relationship with Phase 2 (i.e. it cannot be completed without Phase 2 being completed). Additionally Deliverables 4 and 5 have a Finish-to-Start relationship. However Phase 1's duration is ultimately dictated in this case by the duration of the only Phase-level Resource.



Example 6: Phase 4 has a Finish-to-Finish relationship with Phase 1 (i.e. it cannot be started until Phase 1 is complete. Phase 4 also has a Finish-to-Finish relationship with Phase 3 (i.e. it cannot be completed until Phase 3 is complete). Phases 1, 2, and 3 occur in sequence due to Finish-to-Start relationships. The Program duration in this example corresponds to the finish date of Phase 4.

FIGURE 4B. SCHEDULING EXAMPLES

5/31

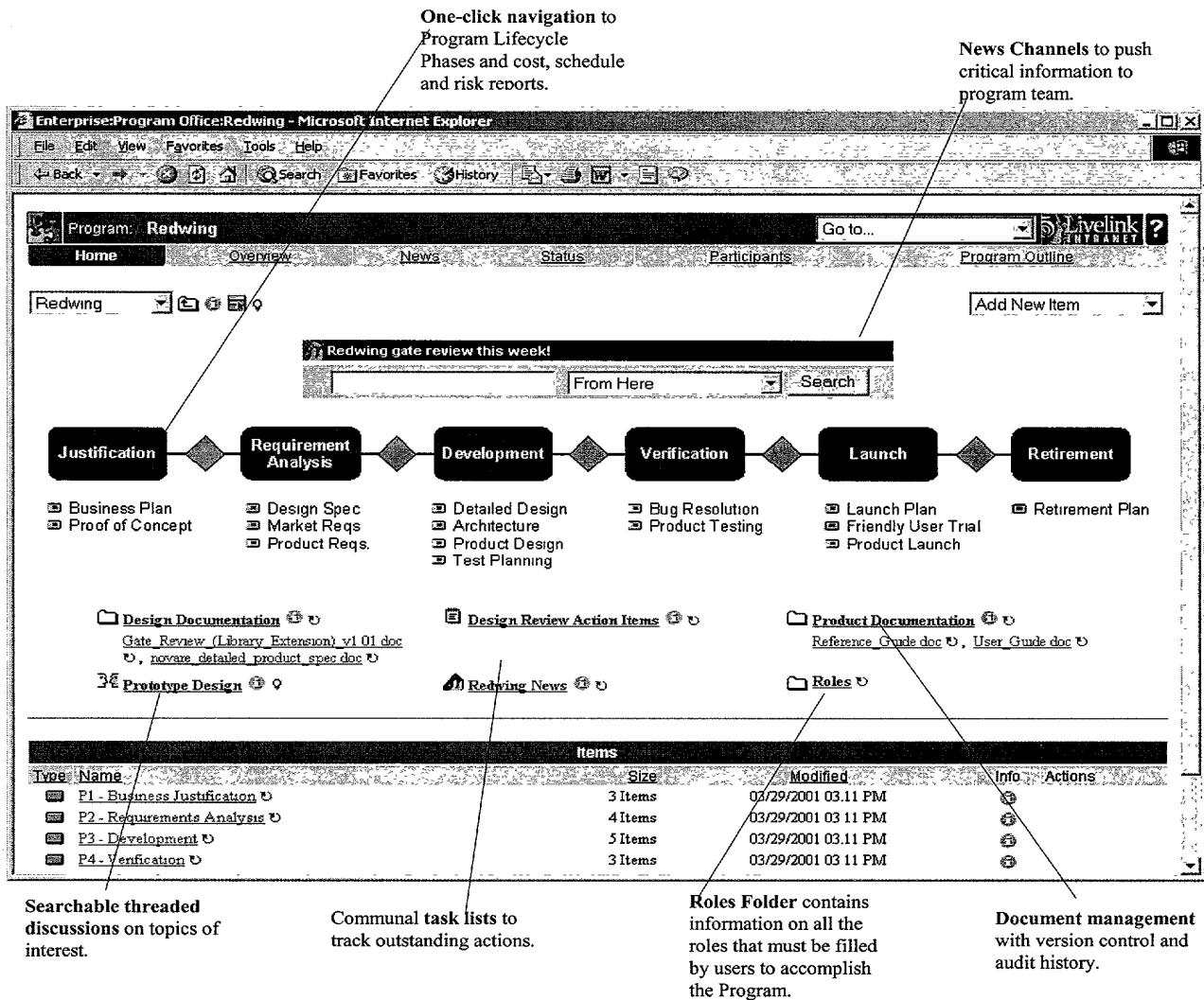


FIGURE 5. PROGRAM WORKSPACE SHOWING A LIFECYCLE

6/31

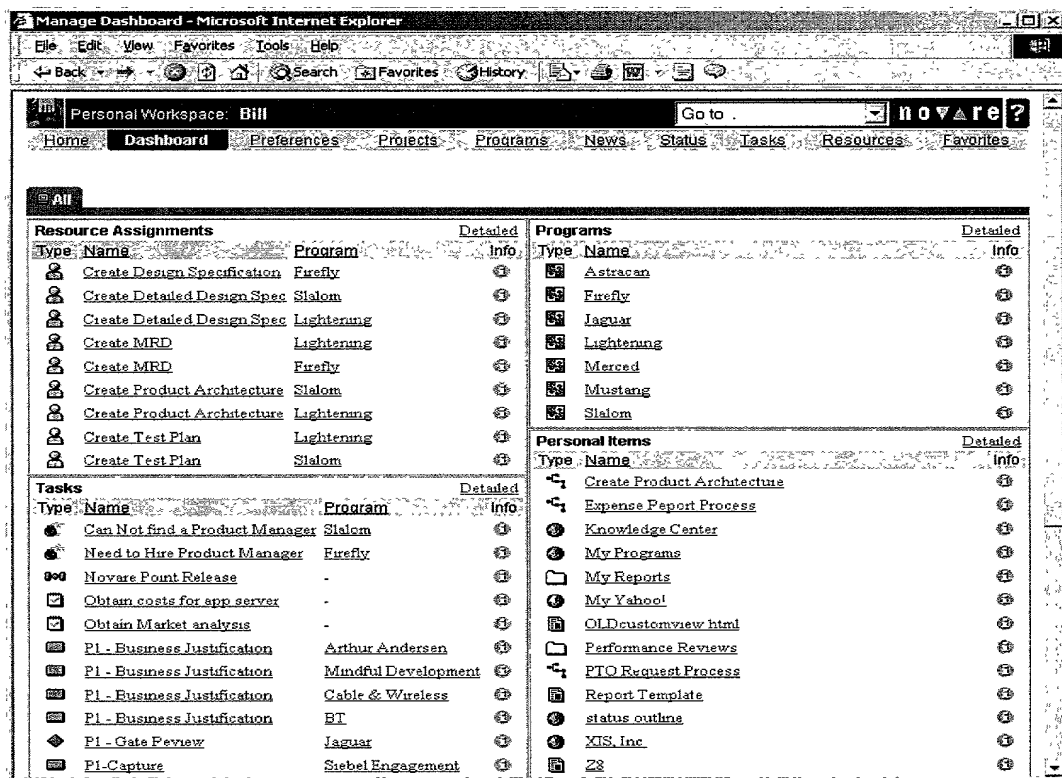


FIGURE 6. PERSONAL WORKSPACE DASHBOARD

Specific Info for: Create Application Server - Microsoft Internet Explorer

Go to... Livelink ?

Create Application Server Function...

General Specific Audit Presentation References

Role: Senior Design Engineer Select Role

Assigned: Louise

Primary Resource: ☒

	Plan	Forecast	Actual
Work:	60 Day(s)	80 Day(s)	30 Day(s)
Cost:	48000	64000	24000
Duration:	60 Day(s)	80 Day(s)	
Start:	July 24 2000	July 24 2000	July 24 2000
Finish:	October 13 2000	November 10 2000	
Action:	Update Reset		

FIGURE 7. RESOURCE ASSIGNMENT

7/31

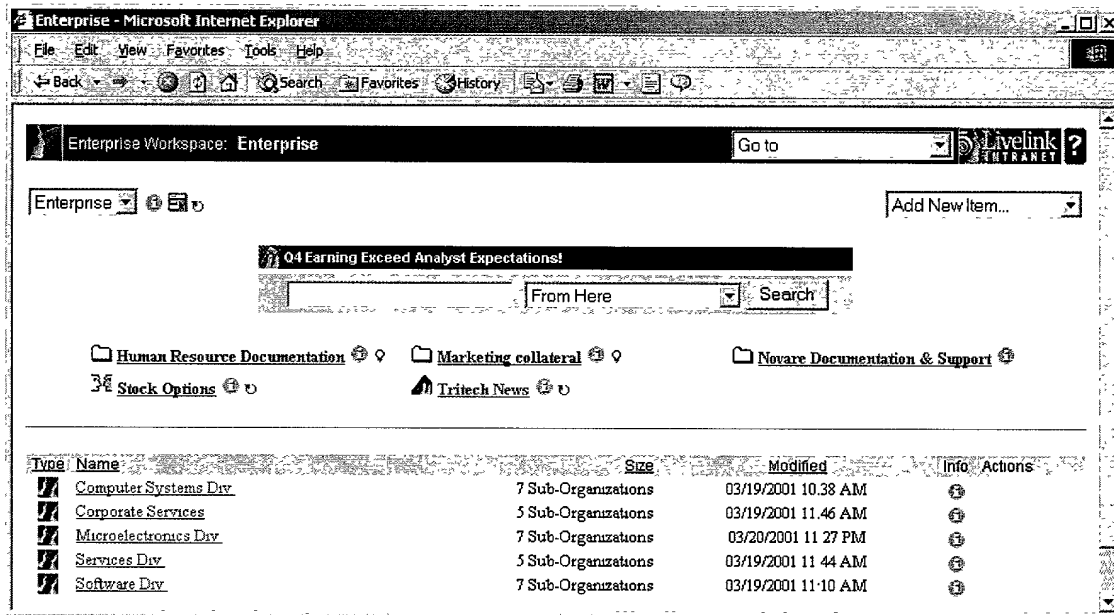


FIGURE 8. ENTERPRISE WORKSPACE

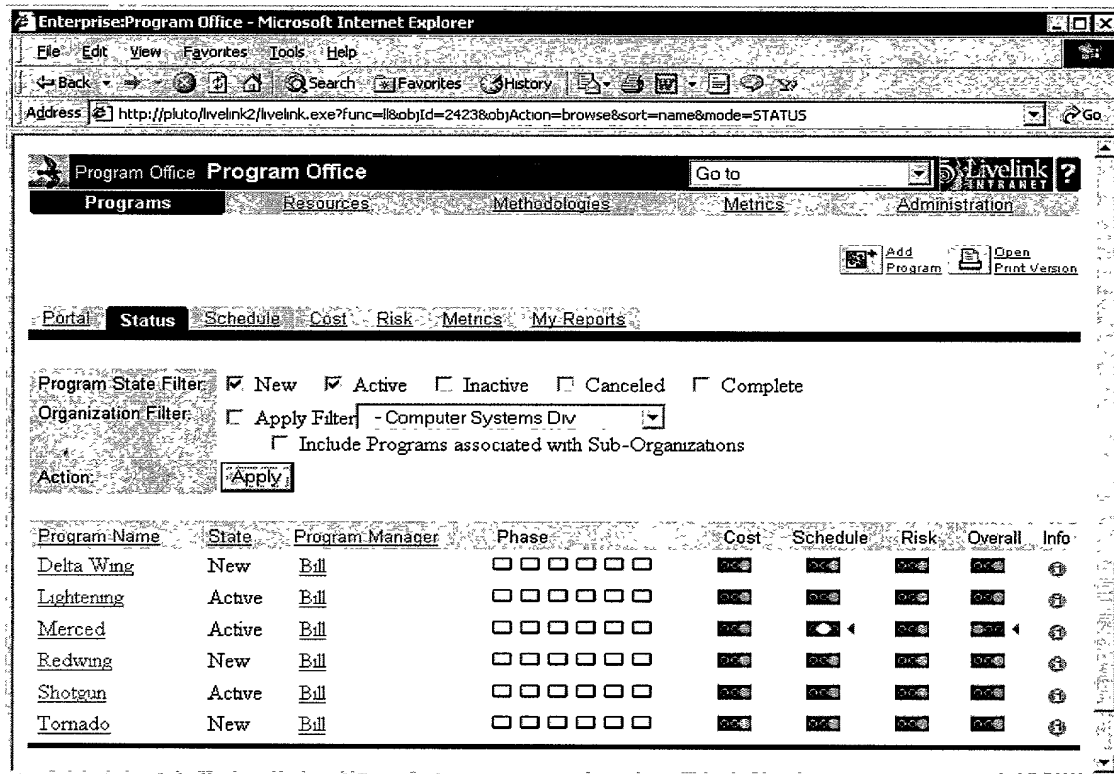


FIGURE 9. PROGRAM OFFICE

8/31

1 - General Program Information:

Program Name: Merlot

Program Manager: Parker, Bill [Select User](#)

Program Sponsor: Parker, Bill [Select User](#)

Organization: Engineering Dept [Select](#)

Description:

Mission:

2 - Program Classification:

Type	Name	Value
	Division	Computer Systems
	Market Segment	Fulfillment, Logistics & Distribution
	Product Line	Workgroup Server
	Product Type	Evolutionary
	Program Type	Not Applicable
	Technology Platform	Breakthrough

FIGURE 10. CREATING A NEW PROGRAM

3 - Lifecycle Selection:

Type	Name	Description	Select
000	Classic Waterfall	The Classic Waterfall Lifecycle is the most common product lifecycle, serving as the basis for many other lifecycle models. In the Classic Waterfall lifecycle, the program progresses through an orderly sequence of phases and is largely documentation-driven.	<input type="radio"/>
000	Sashimi	The Sashimi Lifecycle is a variation on the Classic Waterfall allowing for phases to overlap. Rather than complete each phase prior to starting the next (the approach of the Classic Waterfall Lifecycle), the Sashimi Lifecycle allows any phase to be started at any point in the program lifecycle.	<input type="radio"/>

Action: [Add Item](#) [Reset](#)

FIGURE 11. SELECTING THE PROGRAM LIFECYCLE

9/31

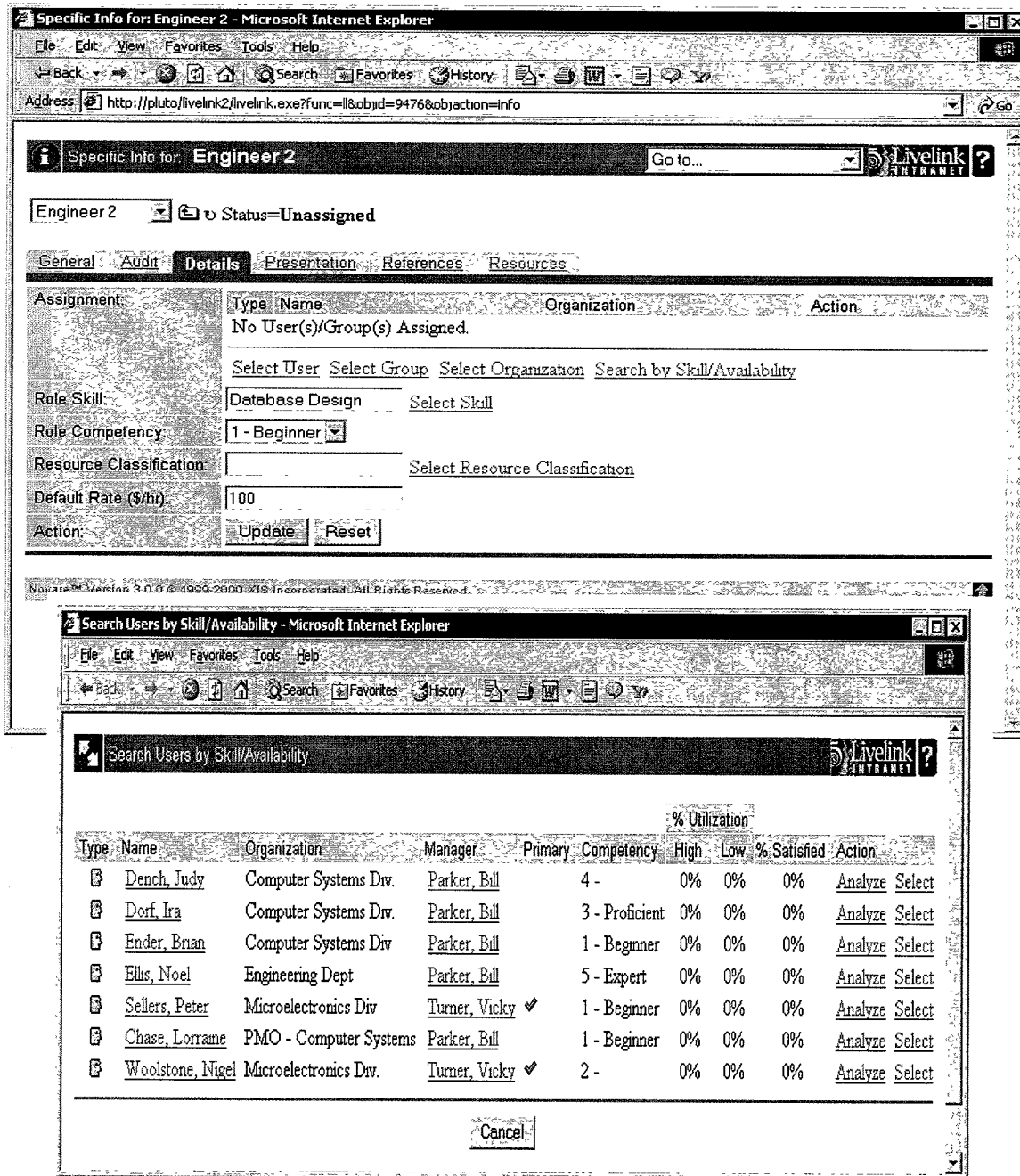


FIGURE 12.

10/31

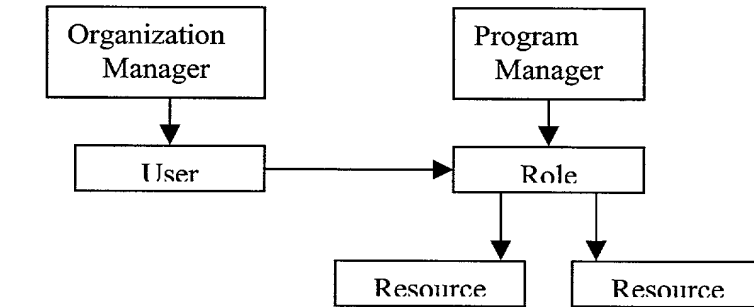


FIGURE 13. ROLES AND RESOURCES

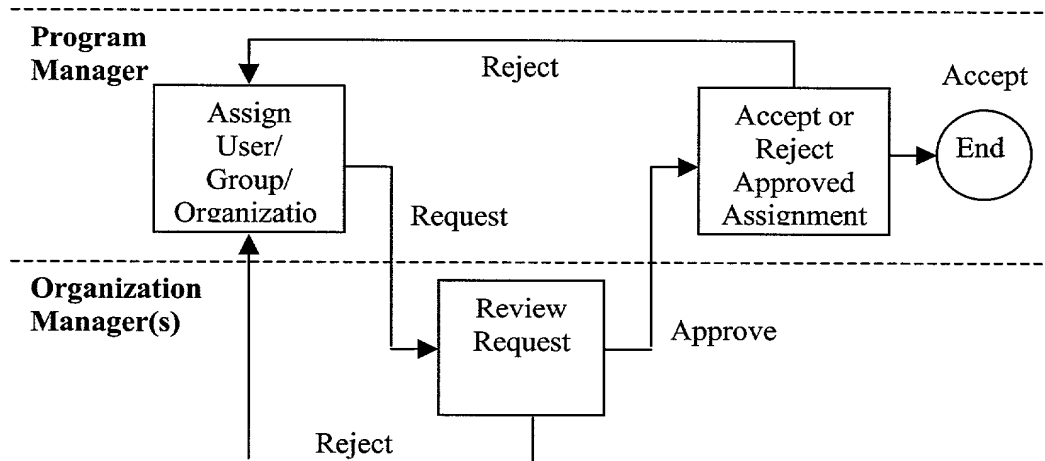


FIGURE 14. ROLE ASSIGNMENT PROCESS

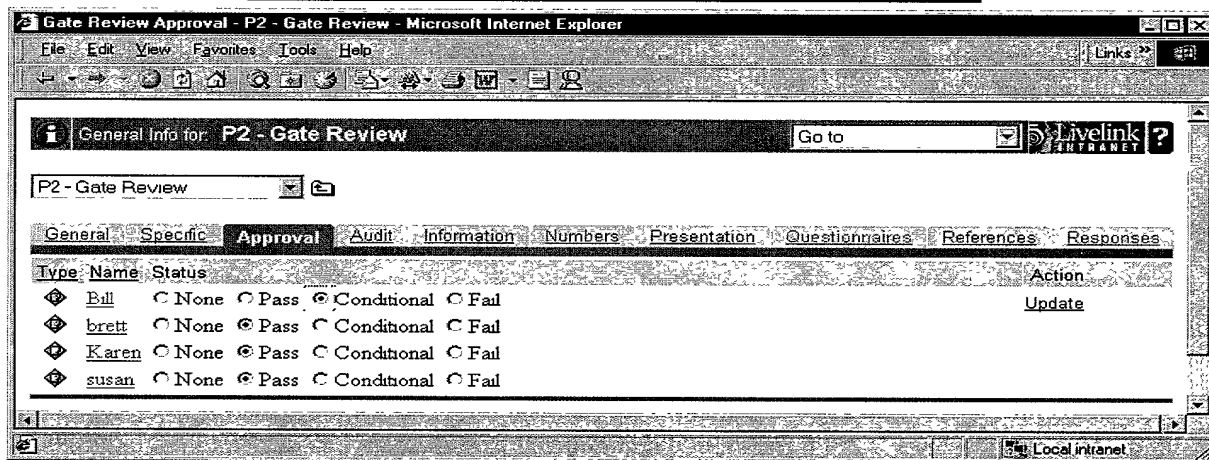


FIGURE 19. GATE REVIEW APPROVAL SCREEN

11/31

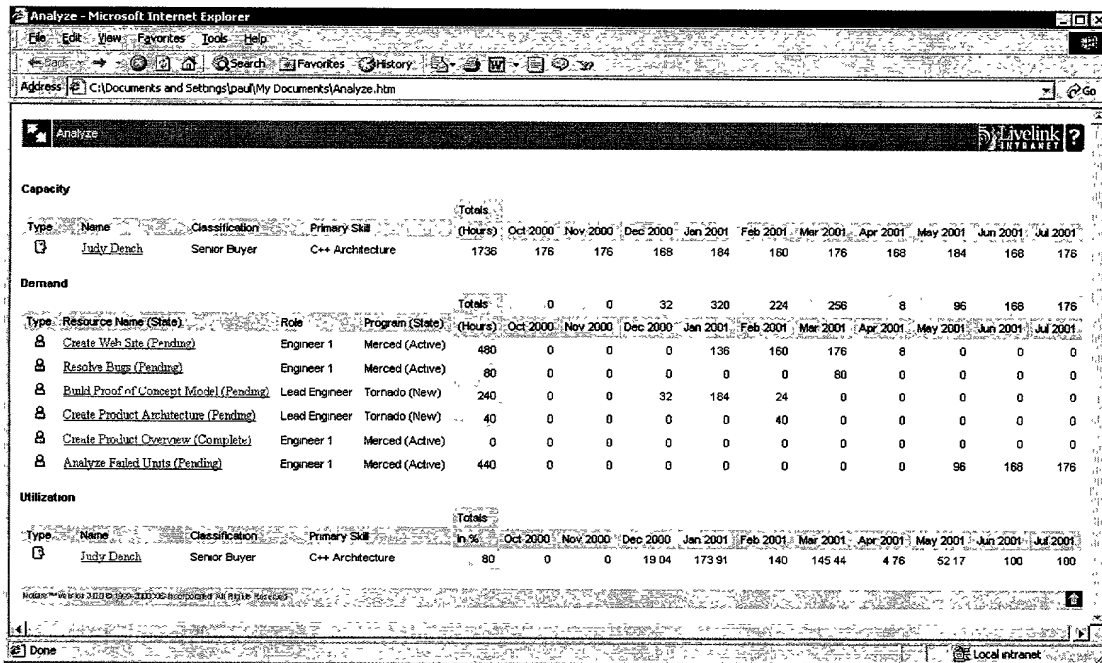


FIGURE 15. ANALYZING THE IMPACT OF A ROLE ASSIGNMENT

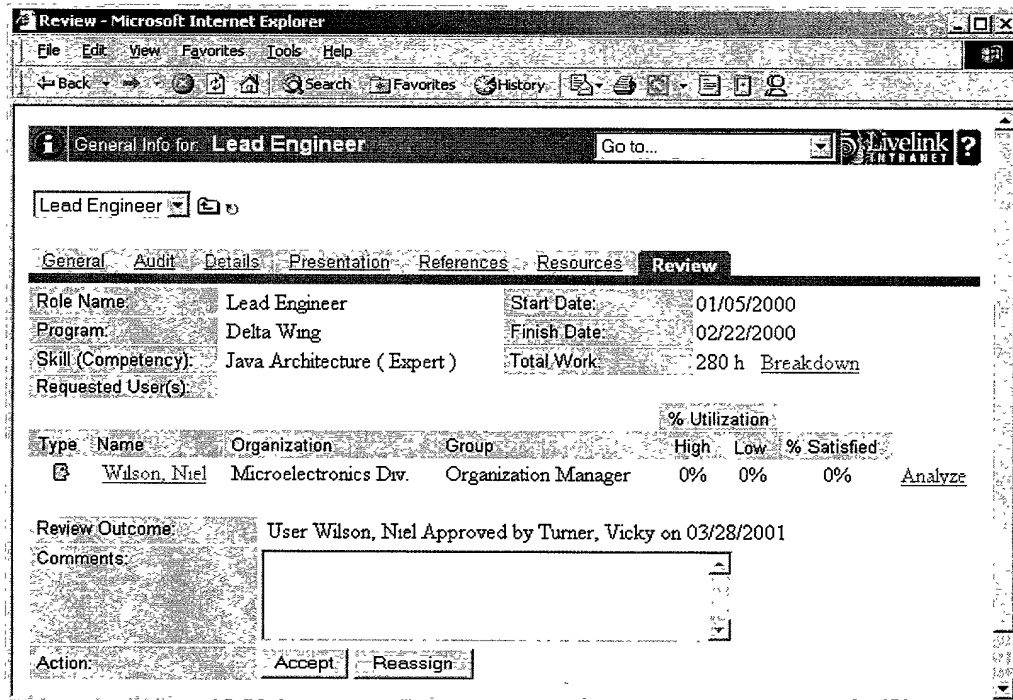


FIGURE 16. PROGRAM MANAGER'S ROLE REVIEW SCREEN

12/31

Type	Name	Question	Response	Confidence
<input checked="" type="checkbox"/>	Clarity of Product Specifications	How well defined are the product specifications in terms of clarity of requirements?	5 = Very clear	40
<input checked="" type="checkbox"/>	Competitive Advantage	What type of competitive advantage exists for the product in the target market(s)?	5 = Long-term advantage	70
<input checked="" type="checkbox"/>	Degree of Competition	What is the level of competition in the product's target market(s)?	3 = Moderate competition	70
<input checked="" type="checkbox"/>	Established Customer Base	How well does the product leverage the company's existing customer base?	1 = No leverage	70
<input checked="" type="checkbox"/>	Established Sales and Distribution Channels	How well established are the sales and distribution channels for this type of product?	5 = Established channels	80
<input checked="" type="checkbox"/>	Experienced Marketing Organization	How experienced is the marketing organization with this type of product(s)?	5 = Very familiar	80
<input checked="" type="checkbox"/>	Fit with Product Portfolio	How well does the product fit with the company's current product portfolio?	1 = No Synergy	40
<input checked="" type="checkbox"/>	High Product Quality	How does the new product's quality compare to competing products?	5 = Superior Quality	60

FIGURE 17. GATE REVIEW QUESTIONNAIRE

Type	Name	Value	Confidence	Info
<input checked="" type="checkbox"/>	Expected Commercial Value (ECV)	\$	0	?
<input checked="" type="checkbox"/>	Internal Rate of Return (IRR)	%	0	?
<input checked="" type="checkbox"/>	Net Present Value (NPV)	\$	0	?
<input checked="" type="checkbox"/>	Payback Index		0	?
<input checked="" type="checkbox"/>	Return on Investment (ROI)	%	0	?

Action:

Novars ** Version 1.4.0 © 1999-2000 XIS Incorporated. All Rights Reserved

FIGURE 18. ENTERING METRIC VALUES

13/31

LIFECYCLE/PROGRAM

Manage Status - Microsoft Internet Explorer

FileEditViewFavoritesToolsHelp

LinksCustomize

Program: Merced

Go to

Livelink
ENTRANET

Home

Overview

News

Status

Participants

Program Outline

Program Queries

Program Snapshots

Live Reports

Summary

Schedule

Cost

Risk

Metrics

Phase	State	Start			Finish			Duration			Percent Complete	Variance	Schedule	
		Plan	Forecast	Actual	Plan	Forecast	Actual	Plan	Forecast	Actual				
Summary		06/05/2000	06/05/2000	06/05/2000	02/20/2001	03/20/2001		187d	207d		(28d)	58.14%	1.107	
P1 - Business Justification	Complete	06/05/2000		06/05/2000	07/21/2000	07/21/2000		35d	35d	0d		100%	1	
P2 - Requirements Analysis	Complete	07/24/2000		07/24/2000	09/01/2000	10/19/2000		30d	64d	0d		100%	1	
P3 - Development	Active	07/24/2000	07/24/2000	07/24/2000	10/13/2000	11/10/2000		60d	80d		(28d)	77.77%	1.3333	
P4 - Verification	Planning	09/26/2000	10/24/2000		10/16/2000	11/13/2000		15d	15d		(28d)	N/A	1	
P5 - Launch	Pending	10/17/2000	11/14/2000		02/19/2001	03/19/2001		90d	90d		(28d)	N/A	1	
P6 - Retirement	Pending	02/20/2001	03/20/2001		02/20/2001	03/20/2001		1d	1d		(28d)	N/A	1	

PHASE

2 General Info for: P3 - Development - Microsoft Internet Explorer

General Info for: P3 - Development

Go to

Livelihood
INTRANET

P3 - Development

General

Specific

Audit

Budget

Cost

Deliverables

Gatekeepers

Metrics





Presentation

References

Relationships

Risk

Schedule

Resource/Deliverable	Start			Finish			Duration			Early (Late)	Percent Complete	Variance	Status
	Plan	Forecast	Actual	Plan	Forecast	Actual	Plan	Forecast	Actual				
Summary	07/24/2000	07/24/2000	07/24/2000	10/13/2000	11/10/2000		60d	80d		(28d)	77.77%	1.3333	
 p3d1 - Detailed Design Specs	07/24/2000		07/24/2000	08/04/2000	08/04/2000		10d	10d	0d		100%	1	
 p3d2 - Architecture	07/24/2000		07/24/2000	07/28/2000	07/28/2000		5d	5d	0d		100%	1	
 p3d3 - Product Design	07/24/2000	07/24/2000	07/24/2000	10/13/2000	11/10/2000		60d	80d		(28d)	76.19%	1.3333	
 p3d4 - Test Plan	07/24/2000		07/24/2000	08/11/2000	08/11/2000		15d	15d	0d		100%	1	

DELIVERABLE

General Info for: p3d3 - Product Design - Microsoft Internet Explorer

General Info for: p3d3 - Product Design

Go to

Livelihood

p3d3 - Product Design

General

Specific

Approval

Audit

Cost

Presentation

References

Relationships

Resources

Risk

Schedule

Workflow

Resource	Start			Finish			Duration			Percent Complete	Variance	Schedule Status	
	Plan	Forecast	Actual	Plan	Forecast	Actual	Plan	Forecast	Actual				
Summary	07/24/2000	07/24/2000	07/24/2000	10/13/2000	11/10/2000		60d	80d		(28d)	76.19%	1.3333	
Create Application Server	07/24/2000	07/24/2000	07/24/2000	10/13/2000	11/10/2000		60d	80d		(28d)	37.5%		
Create Database Server	07/24/2000		07/24/2000	10/13/2000		10/13/2000	60d		60d	0d		100%	
Create Test Plan	07/24/2000		07/24/2000	10/13/2000		10/13/2000	60d		60d	0d		100%	
Create Web Site	07/24/2000		07/24/2000	10/13/2000		10/13/2000	60d		60d	0d		100%	

FIGURE 20. SCHEDULE REPORTS

14/31

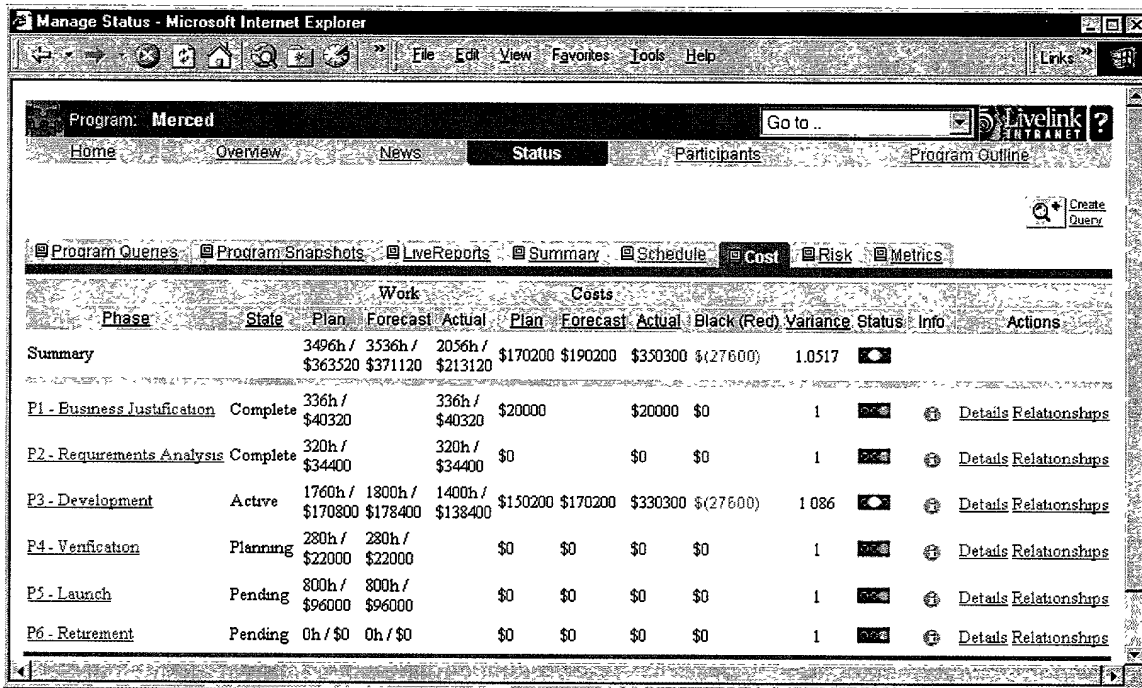


FIGURE 21. PROGRAM COST REPORT

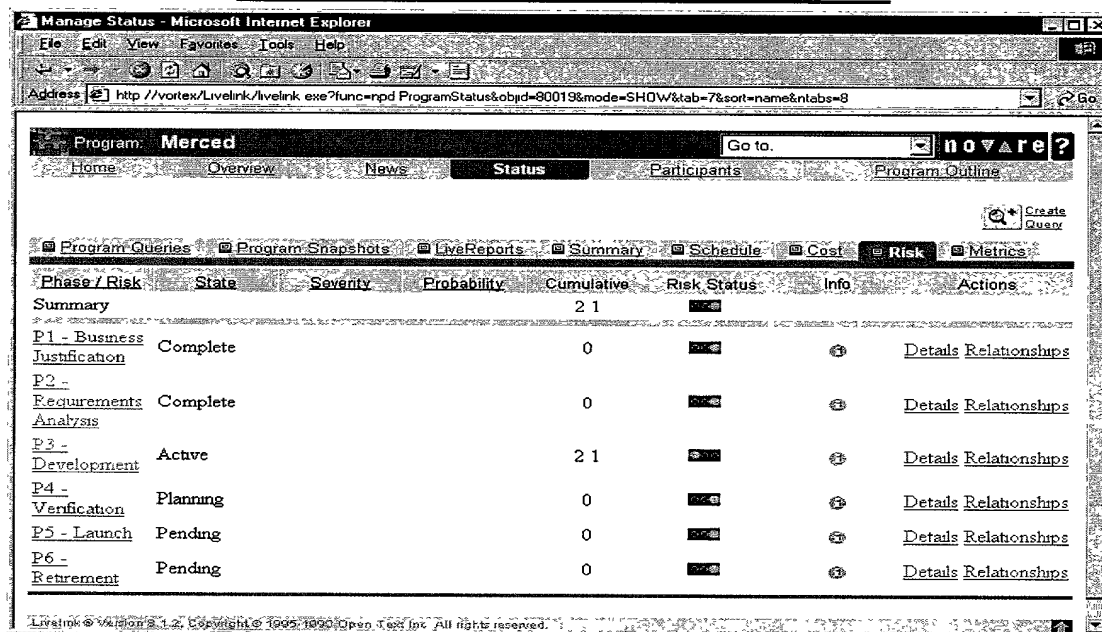


FIGURE 22. PROGRAM RISK REPORT

15/31

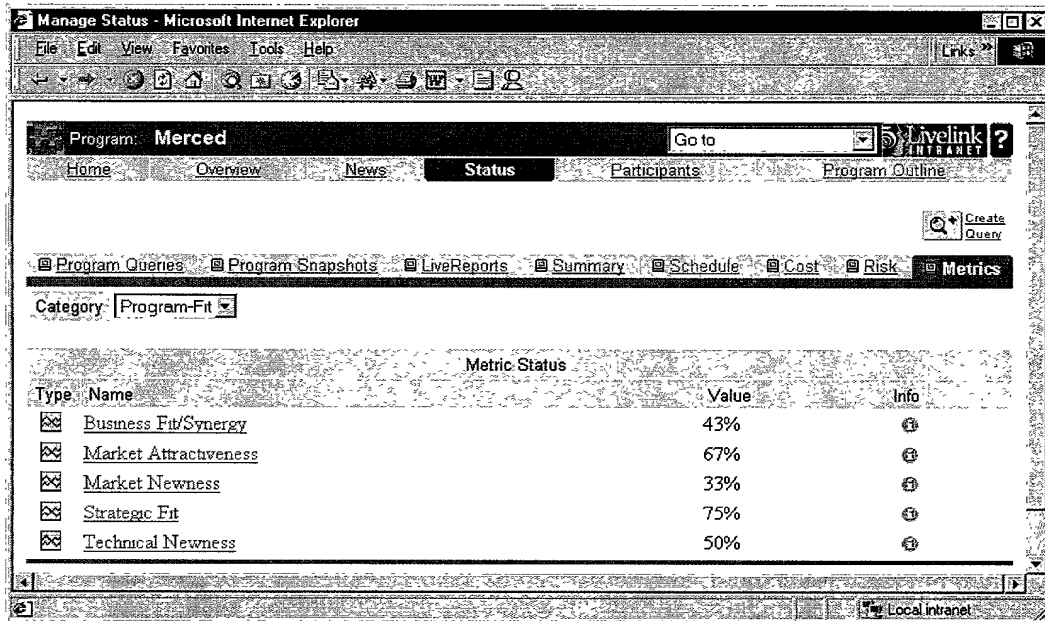


FIGURE 23. PROGRAM METRICS REPORT

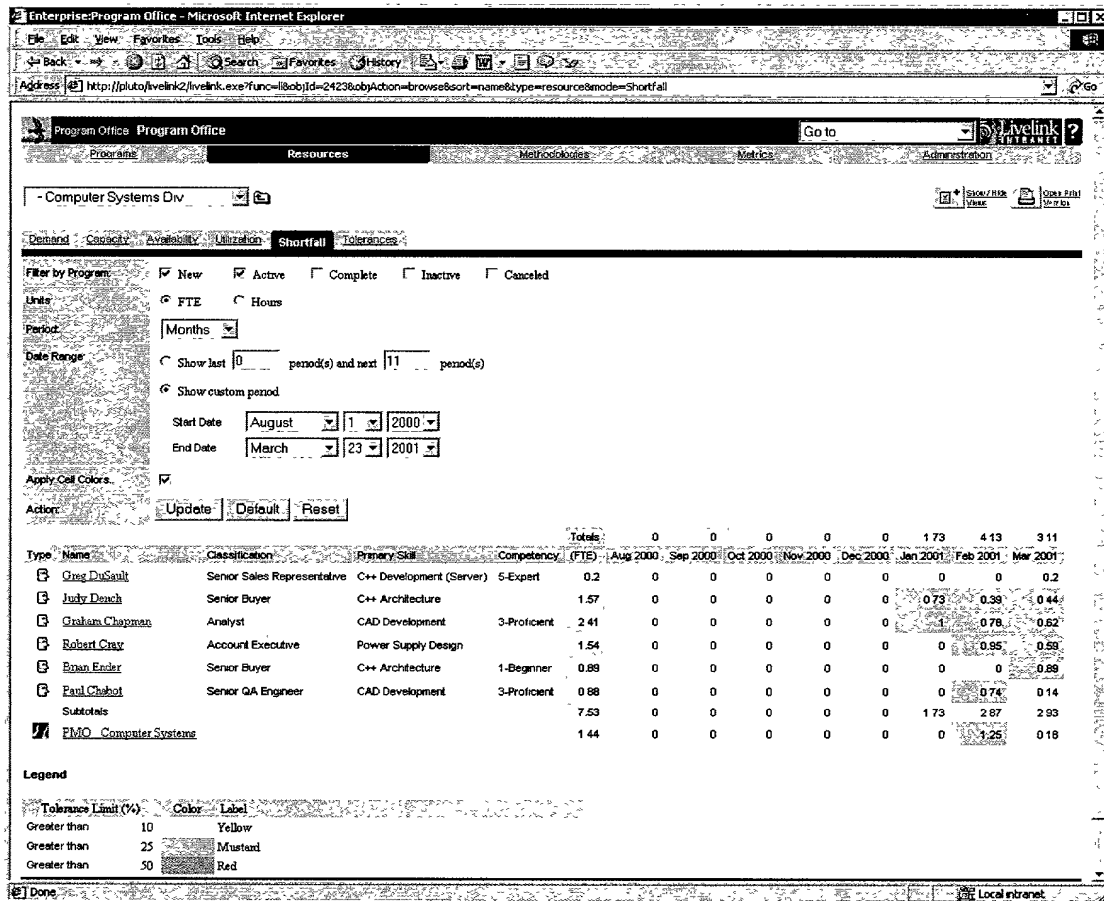


FIGURE 24. SKILL SHORTFALL REPORT

16/31

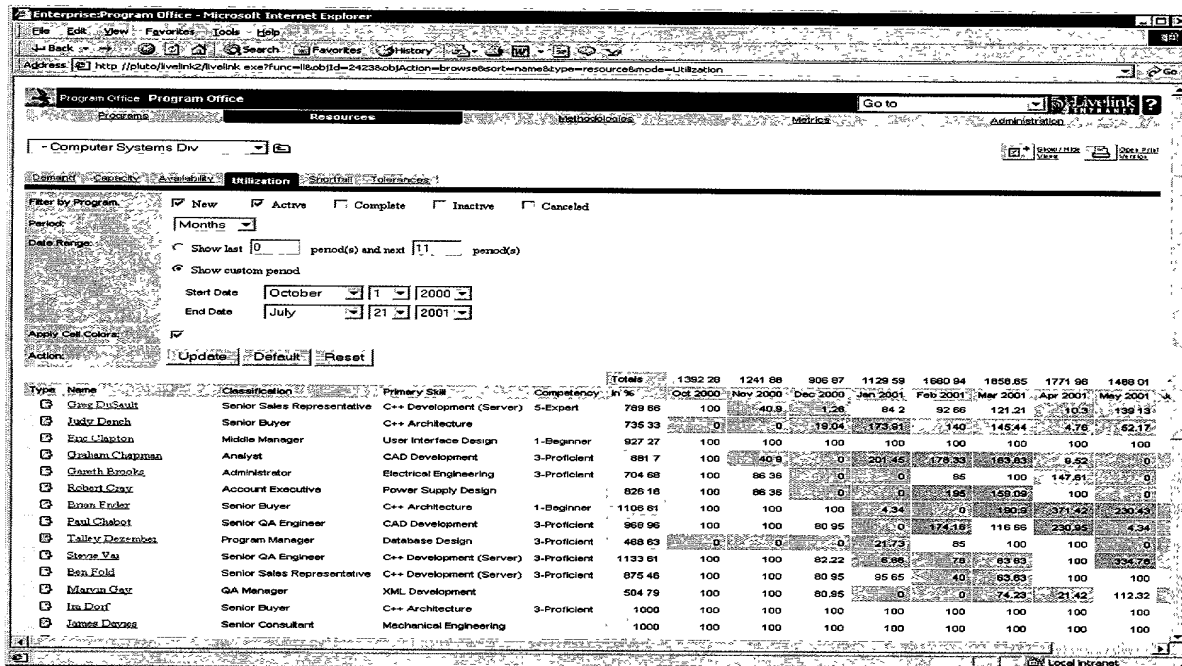


FIGURE 25. ORGANIZATION UTILIZATION REPORTS

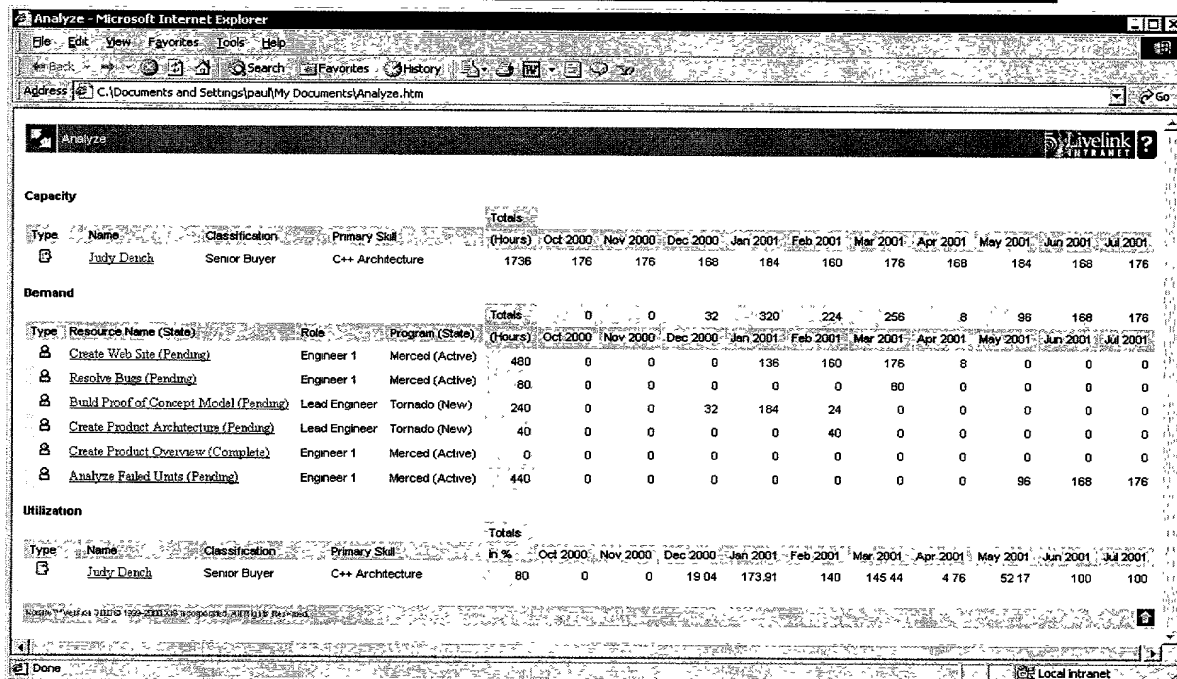


FIGURE 26. RESOURCE UTILIZATION ANALYSIS

17/31

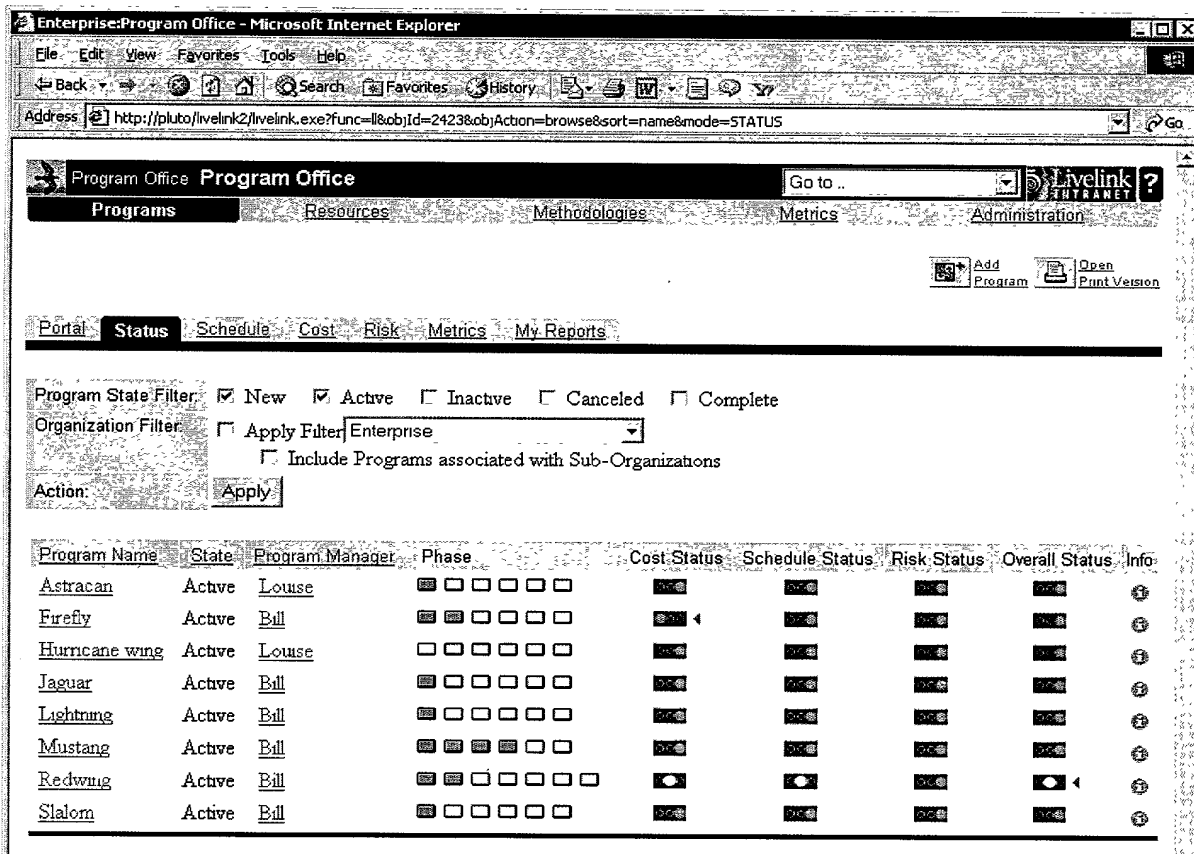


FIGURE 27. PORTFOLIO DASHBOARD SHOWING PROGRAM STATUS

18/31

Gate Review Information: P1 - Gate Review - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites History

General Info for: P1 - Gate Review Go to: [no v a r e ?](#)

P1 - Gate Review

General Specific Approval Audit **Information** Numbers Presentation Questionnaires References Responses

Deliverable Status			
Type	Name	Required	Percent Complete
<input type="checkbox"/>	p1d2 - Business Plan	Optional	100
<input type="checkbox"/>	p1d3 - Proof of Concept	Optional	100

Metric Status			
Type	Name	Value	Info
<input checked="" type="checkbox"/>	Business Fit/Synergy	68%	
<input checked="" type="checkbox"/>	Commercial Risk	38%	
<input checked="" type="checkbox"/>	Cost	\$363,520	
<input checked="" type="checkbox"/>	Cost To Date	\$40,320	
<input checked="" type="checkbox"/>	Current Date	03/29/2001	
<input checked="" type="checkbox"/>	ECV/D Ratio	18.41	
<input checked="" type="checkbox"/>	Expected Commercial Value (ECV)	\$5,950,000	
<input checked="" type="checkbox"/>	Forecast Finish	11/28/2000	
<input checked="" type="checkbox"/>	Internal Rate of Return (IRR)	20%	
<input checked="" type="checkbox"/>	Market Attractiveness	58%	
<input checked="" type="checkbox"/>	Market Newness	50%	
<input checked="" type="checkbox"/>	Net Present Value (NPV)	\$1,246,500	
<input checked="" type="checkbox"/>	NPV/D Ratio	3.86	
<input checked="" type="checkbox"/>	Overall Probability of Success	46.5%	
<input checked="" type="checkbox"/>	Overall Risk	53.5%	

FIGURE 28. GATE REVIEW ATTRACTIVENESS METRICS INFORMATION SUMMARY

19/31

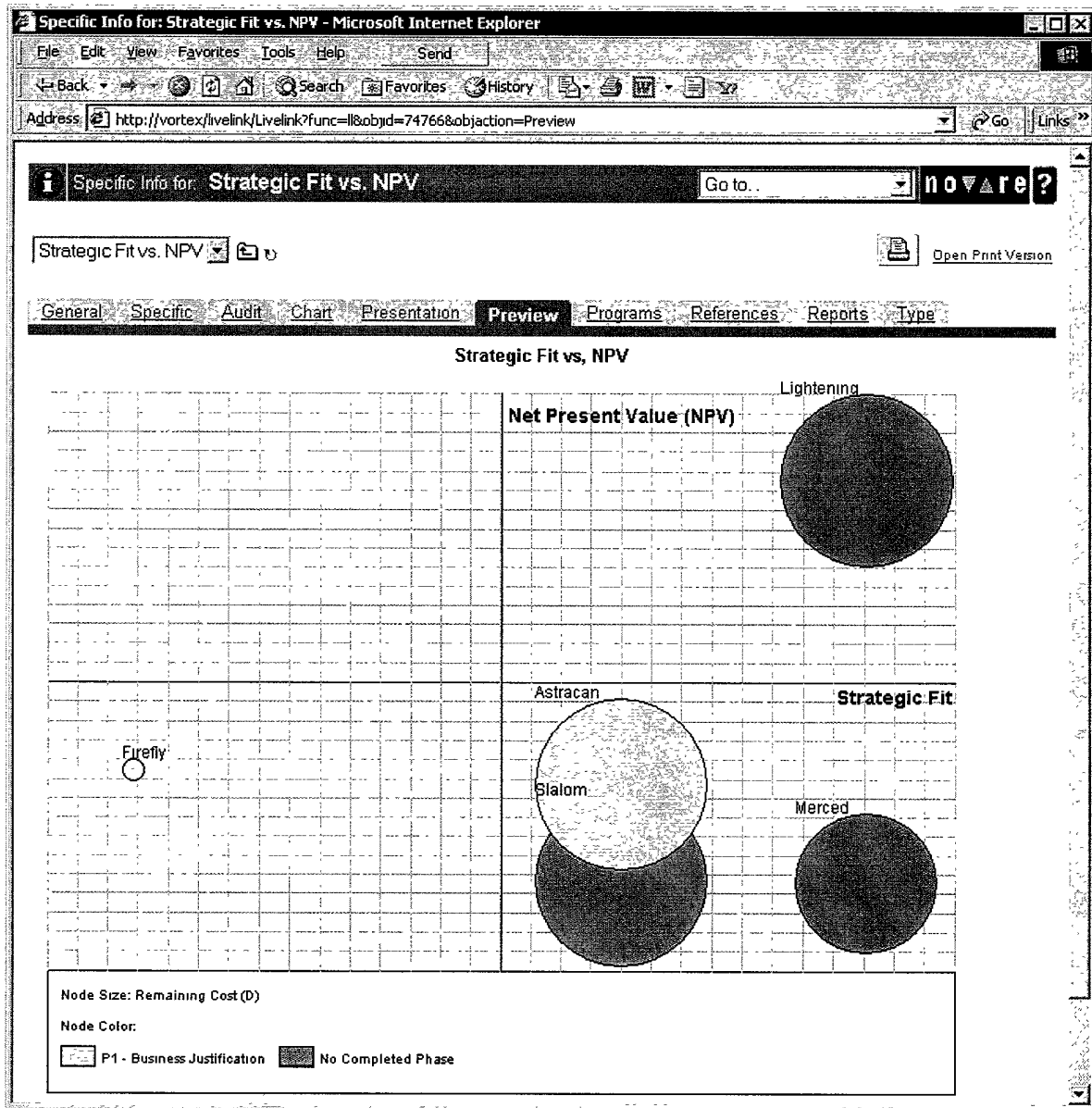


FIGURE 29. BUBBLE CHART REPORT

20/31

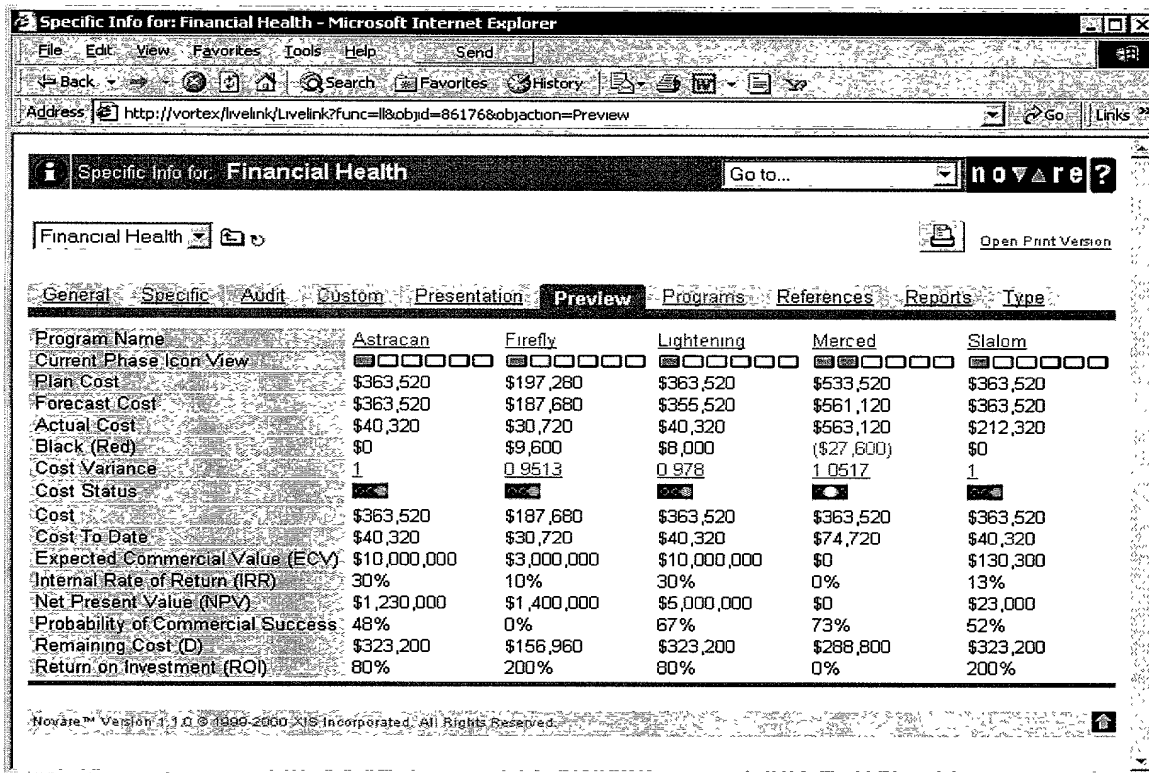


FIGURE 30. – CUSTOM FINANCIAL HEALTH REPORT

Add: Lifecycle - Internet Explorer provided by @Home Network - Version 1.7

Back Forward Stop Refresh Home Search Favorites History Mail Links

Add: Lifecycle

Name: Rapid Application Development

Description: The Rapid Application Development (RAD) Lifecycle enables Program Teams to achieve fast time-to-market without compromising quality.

Create In: e-business Application Development

Action: Add Item Reset

Novare™ Version 1.0.1 © 1999-2000 XIS Incorporated. All Rights Reserved.

FIGURE 31. ADDING A NEW LIFECYCLE

21/31

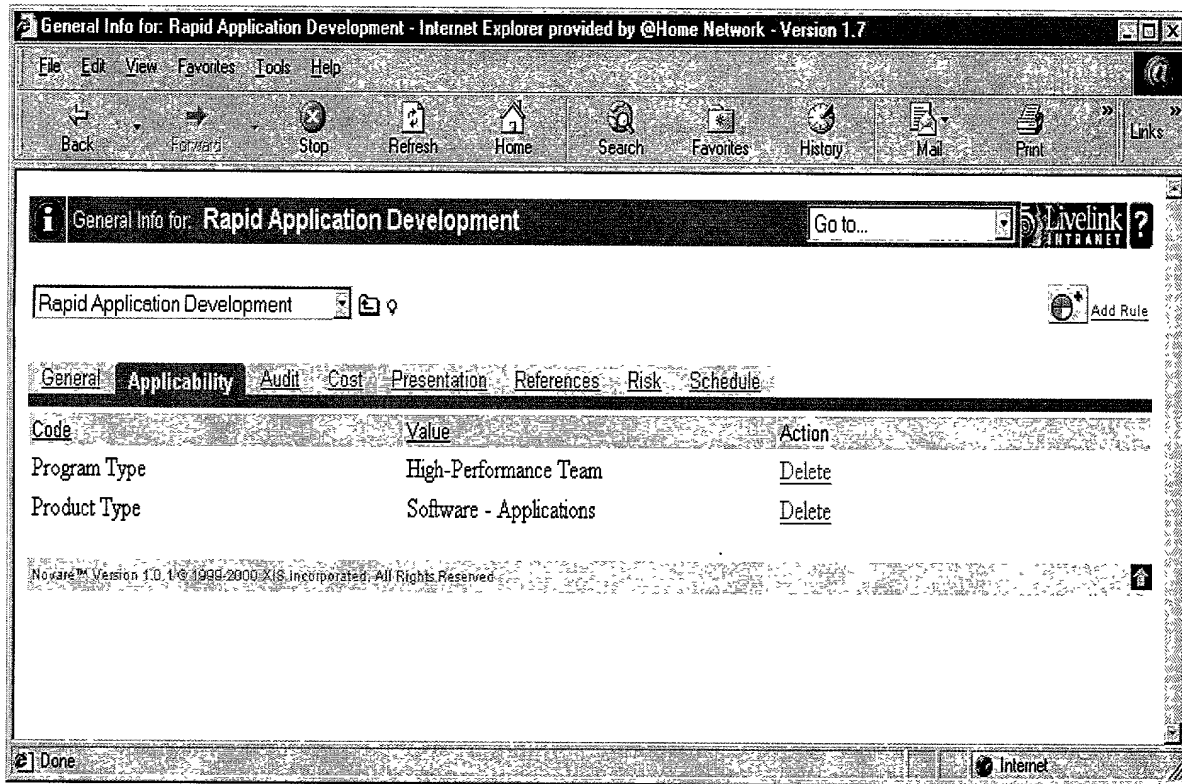


FIGURE 32A. LIFECYCLE APPLICABILITY RULES

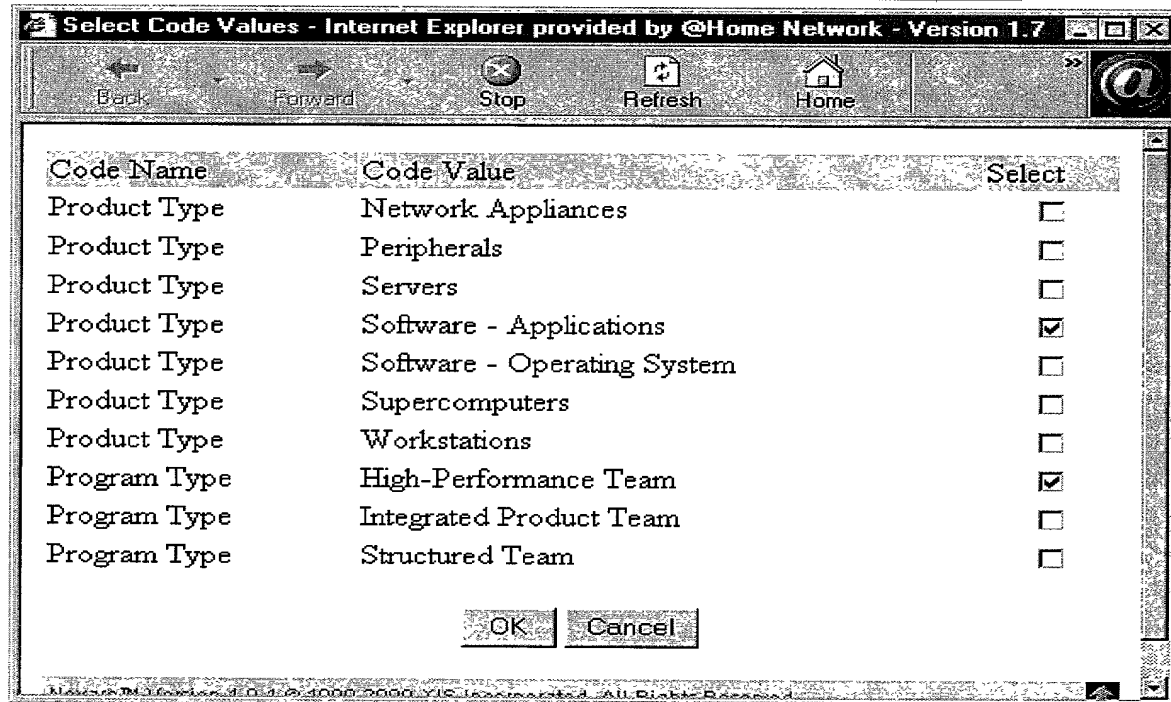


FIGURE 32B. LIFECYCLE APPLICABILITY RULES

22/31

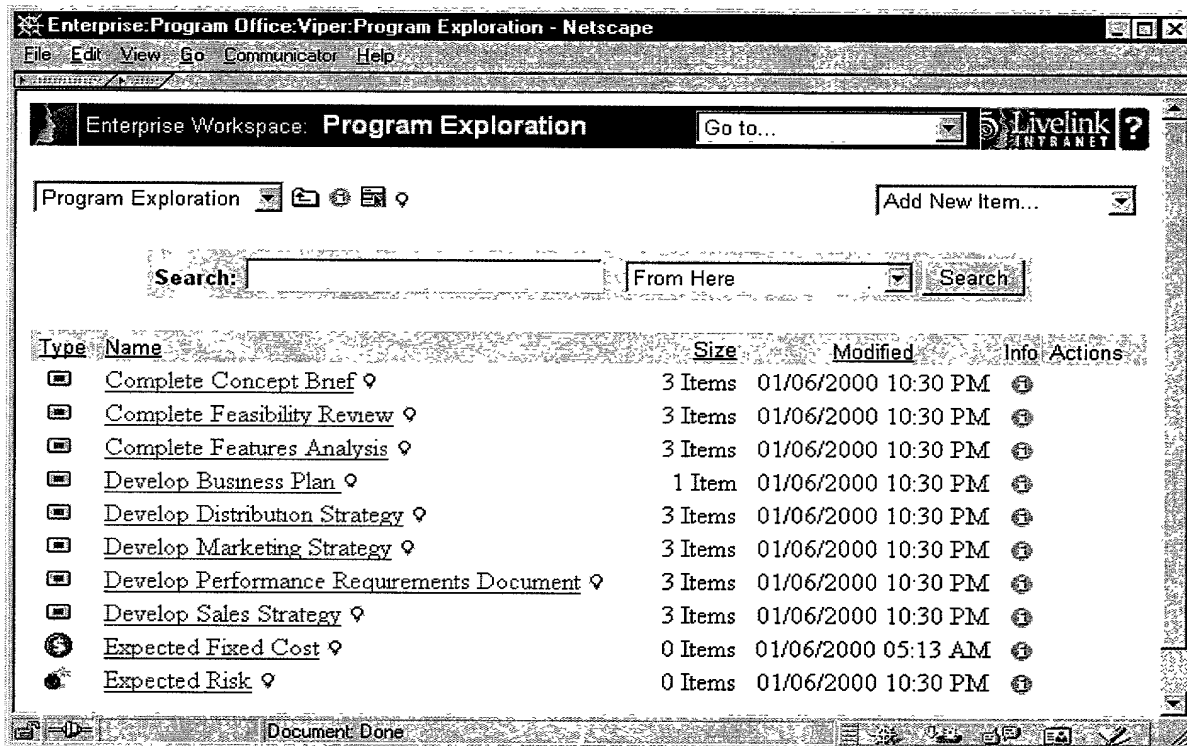


FIGURE 33. - PHASE CONTENTS

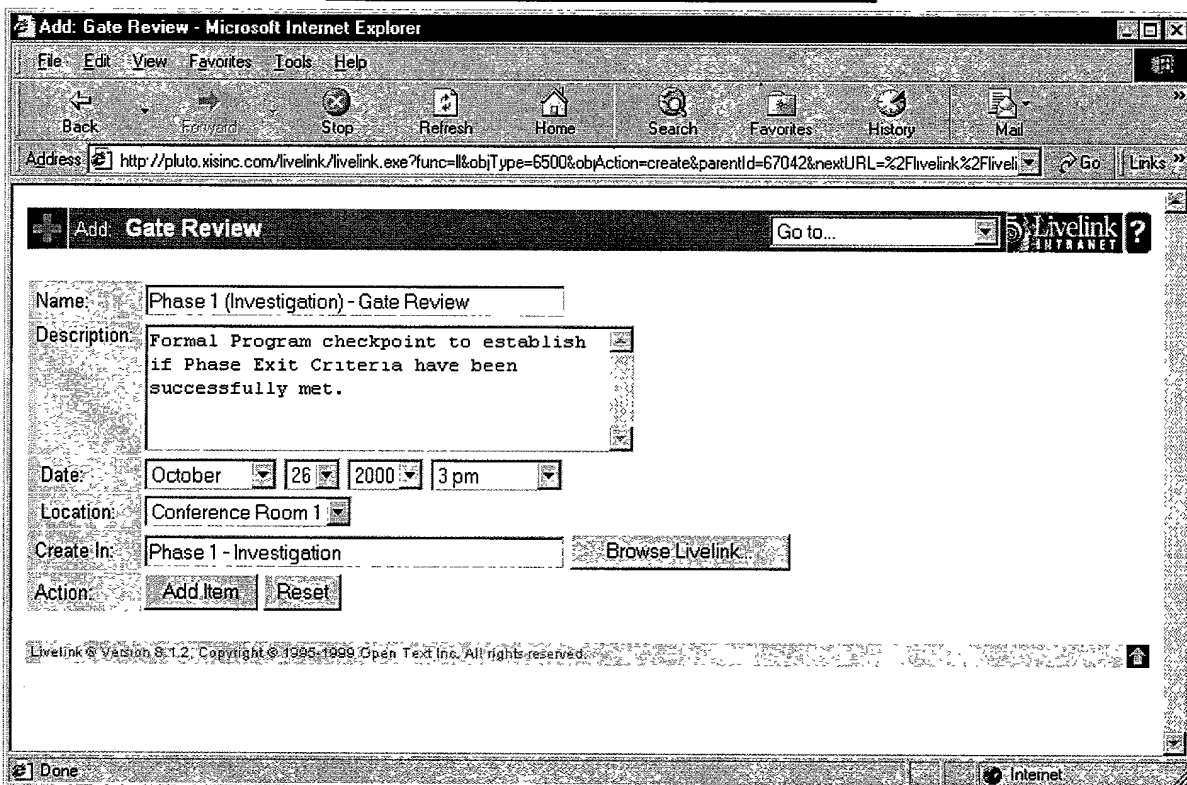
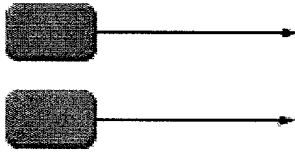


FIGURE 34. - CREATING A GATE REVIEW

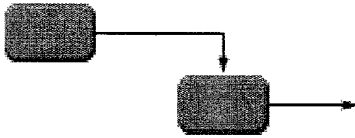
23/31



None - No defined relationships. Can occur in parallel.



Finish to Start - Must be completed before the next can start.



Finish to Finish - Must be completed before the next can finish.

FIGURE 35. - RELATIONSHIPS FOR PHASES/DELIVERABLES

General Info for: Pre-Production - Netscape

File Edit View Go Communicator Help

General Info for: Pre-Production Go to. Livelink ?

Pre-Production

Type	Phase	Relationship	Required	Info
☐	Design & Development	None	<input type="checkbox"/>	Ⓢ
☐	Planning & Requirements Definition	None	<input type="checkbox"/>	Ⓢ
☐	Program Exploration	None	<input type="checkbox"/>	Ⓢ
☐	Program Initiation	None	<input type="checkbox"/>	Ⓢ
☐	Requirements Analysis	None	<input type="checkbox"/>	Ⓢ
☐	Verification & Production Planning	None	<input type="checkbox"/>	Ⓢ
☐	Verification & Validation	Phase required to be finished before this Phase can start	<input checked="" type="checkbox"/>	Ⓢ

Document Done

FIGURE 36. - DEFINING PHASE RELATIONSHIPS

24/31

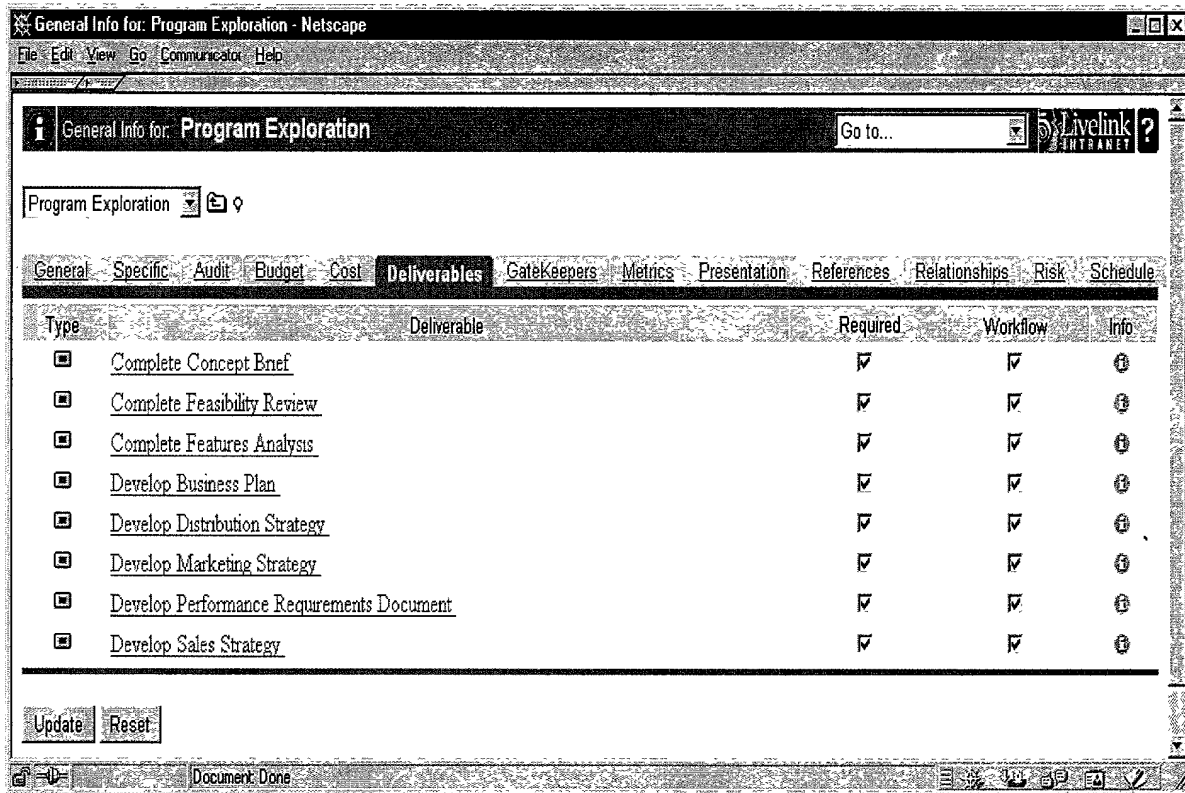


FIGURE 37. PHASE DELIVERABLES INFORMATION

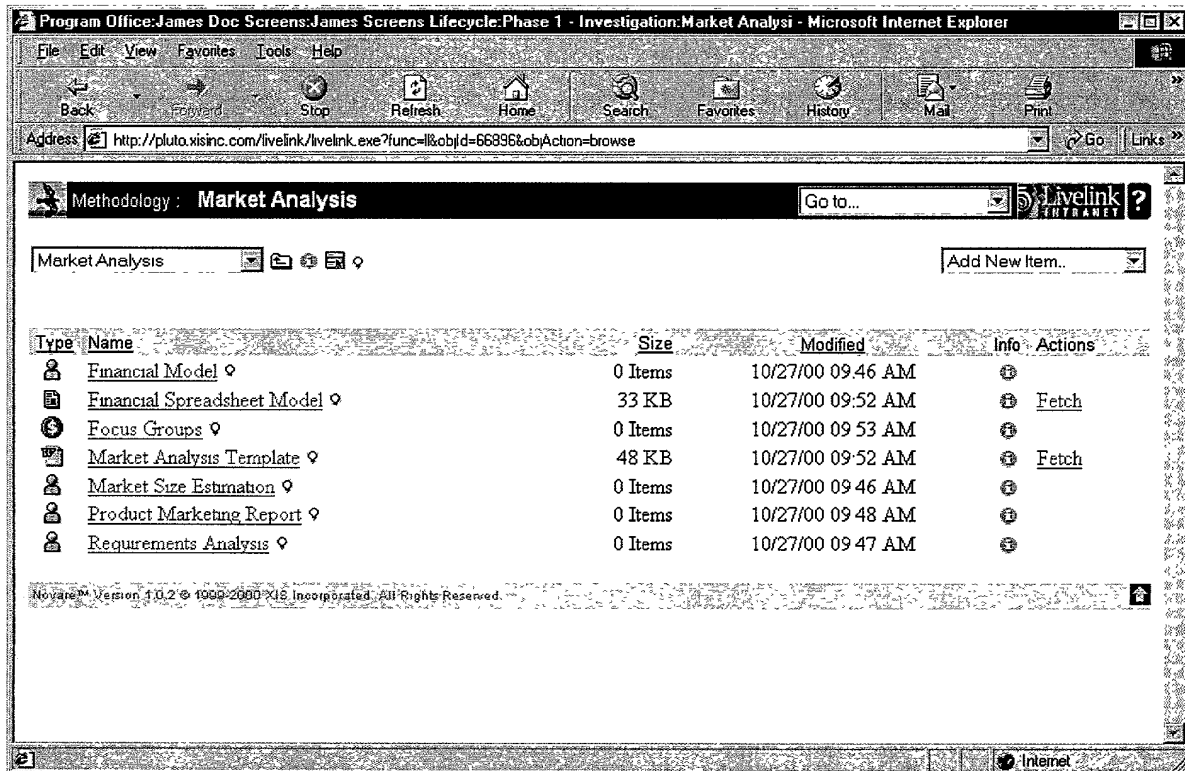


FIGURE 38. DELIVERABLE CONTENTS

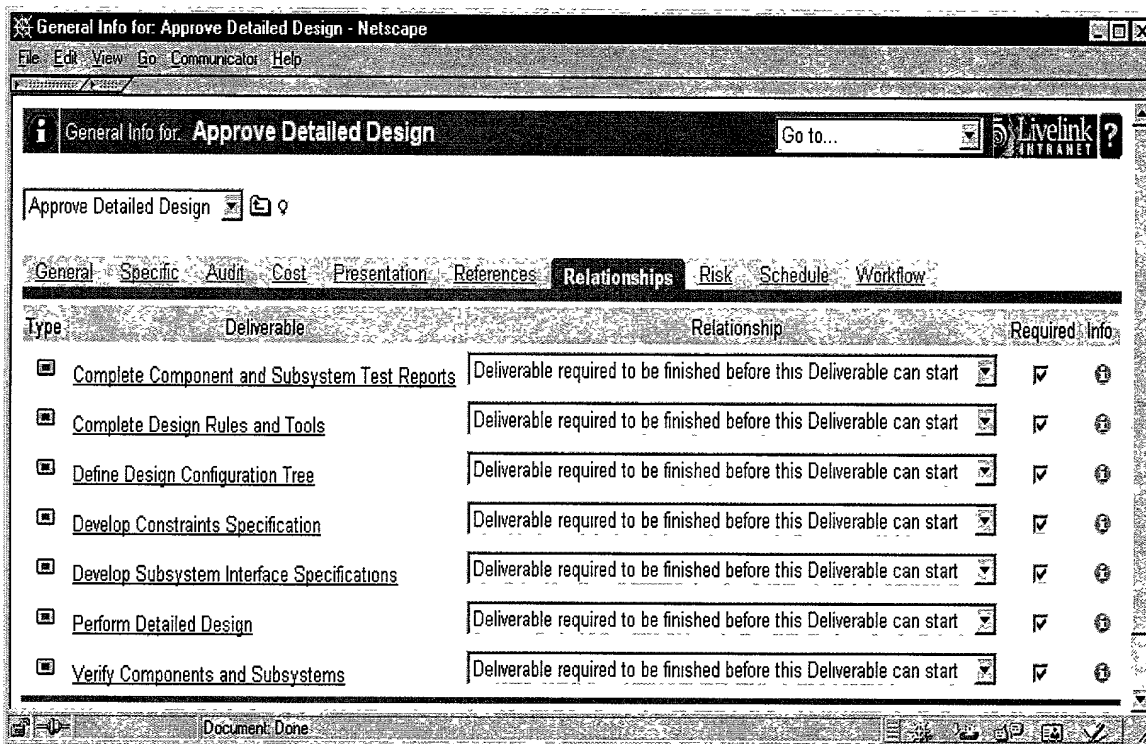


FIGURE 39. - DEFINING DELIVERABLE RELATIONSHIPS

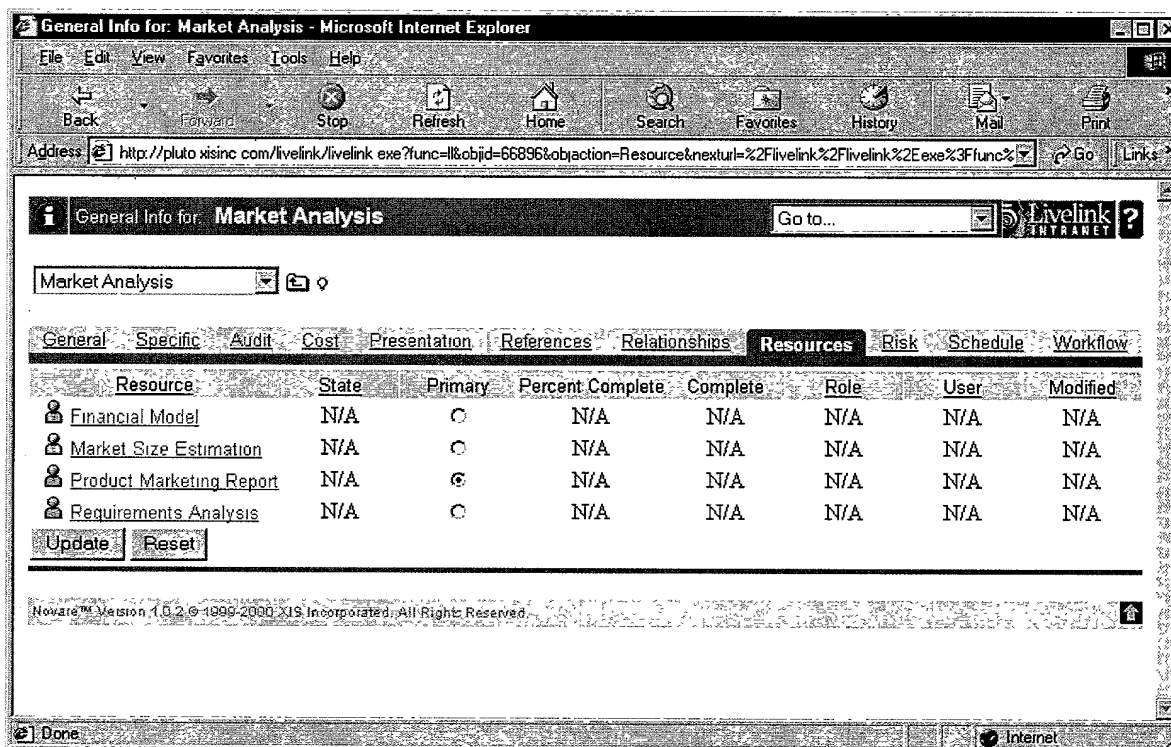


FIGURE 40. SUMMARY OF DELIVERABLE RESOURCES

26/31

Add: Role - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail

Address: <http://pluto/livellink2/livellink.exe?func=ll&objType=50648&objAction=create&parentId=8551&n> Go

Add: Role Go to... Livellink INTRANET ?

Name:

Role Skill: [Select Skill](#)

Role Competency:

Resource Classification: [Select Resource Classification](#)

Default Rate (\$/hr):

Description:

Action:

Novate™ Version 3.0.0 © 1999-2000 XIS Incorporated. All Rights Reserved.

FIGURE 41. CREATING A NEW ROLE

Add: Resource - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail

Address: <http://pluto.xisinc.com/livellink/livellink.exe> Go Links

Add: Resource Go to... Livellink INTRANET ?

Name:

Role: [Select Role](#)

Work:

Duration:

Start:

Finish:

Description:

Create In:

Action:

Novate™ Version 1.0.2 © 1999-2000 XIS Incorporated. All Rights Reserved.

FIGURE 42. CREATING A NEW RESOURCE

27/31

Add Risk - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History

Address <http://pluto.xisinc.com/livelink/livelink.exe?func=ll&objType=3070&objAction=create&parentId=66896&nextURL=> Go Links

Add Risk Go to.. Livelink ?

Name: Competitive Product Announcement

Description: Competitor makes a premature product announcement ahead of product launch.

Responsible Role: Market Analyst Select Role

Type: Market

Category: Other...

Probability: 80%

Severity: 8

Update:

Create In: Market Analysis Browse Livelink...

Action: Add Item Reset

Internet

FIGURE 43. CREATING A NEW RISK

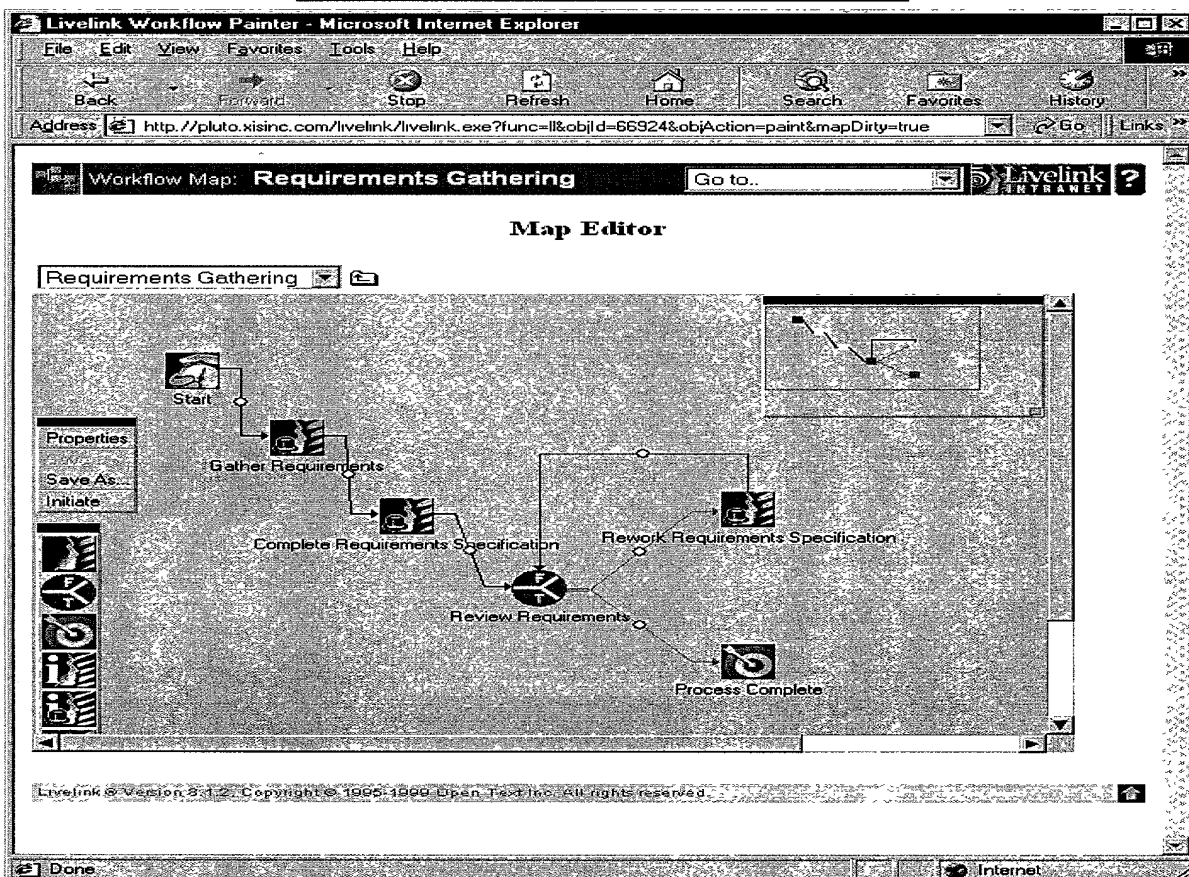


FIGURE 44. – ROLES-BASED WORKFLOW

28/31

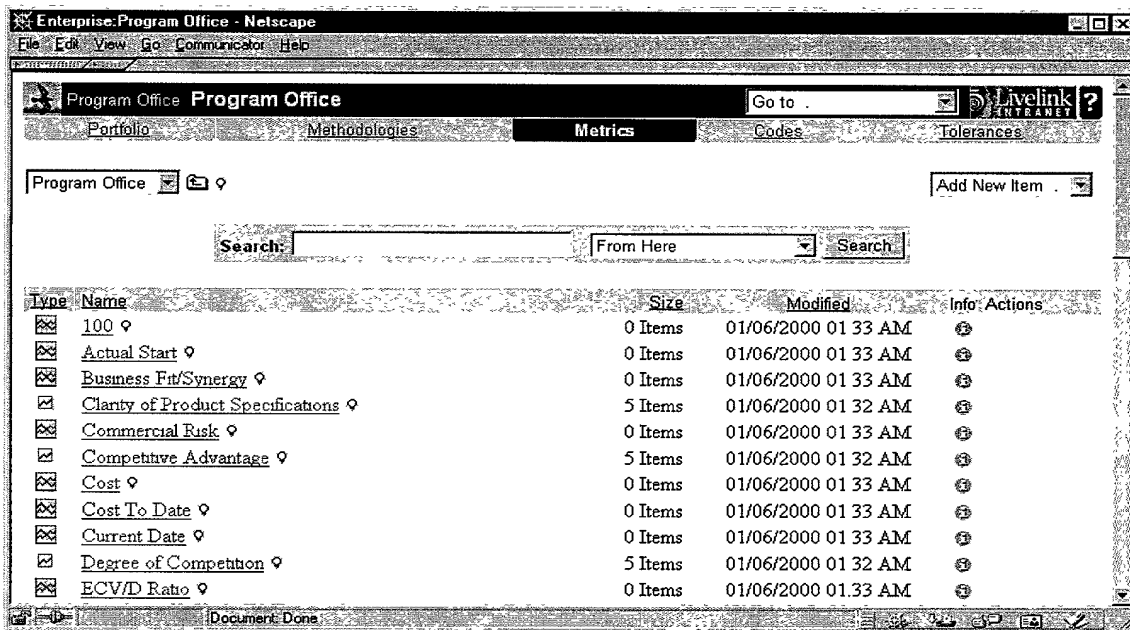


FIGURE 45. PROGRAM OFFICE METRICS LIBRARY

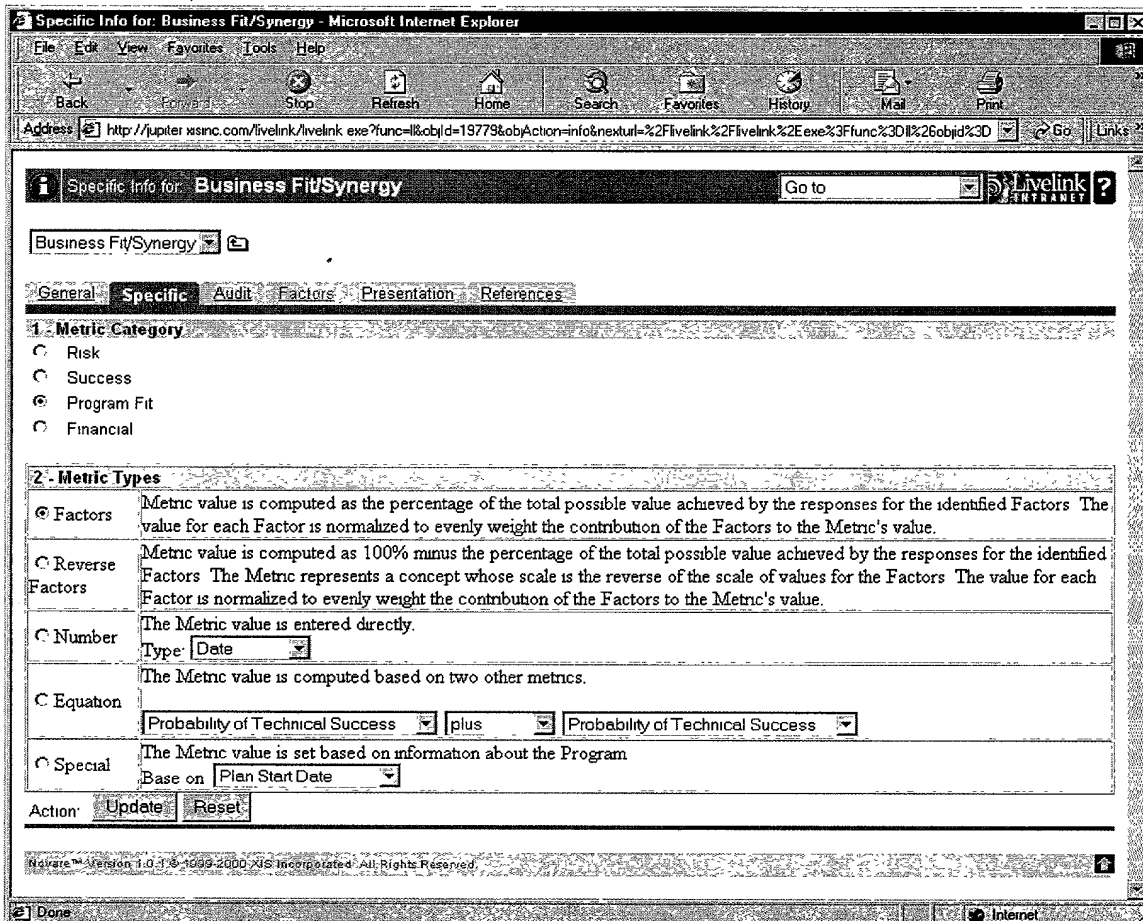


FIGURE 46. DEFINING THE METRIC TYPE

30/31

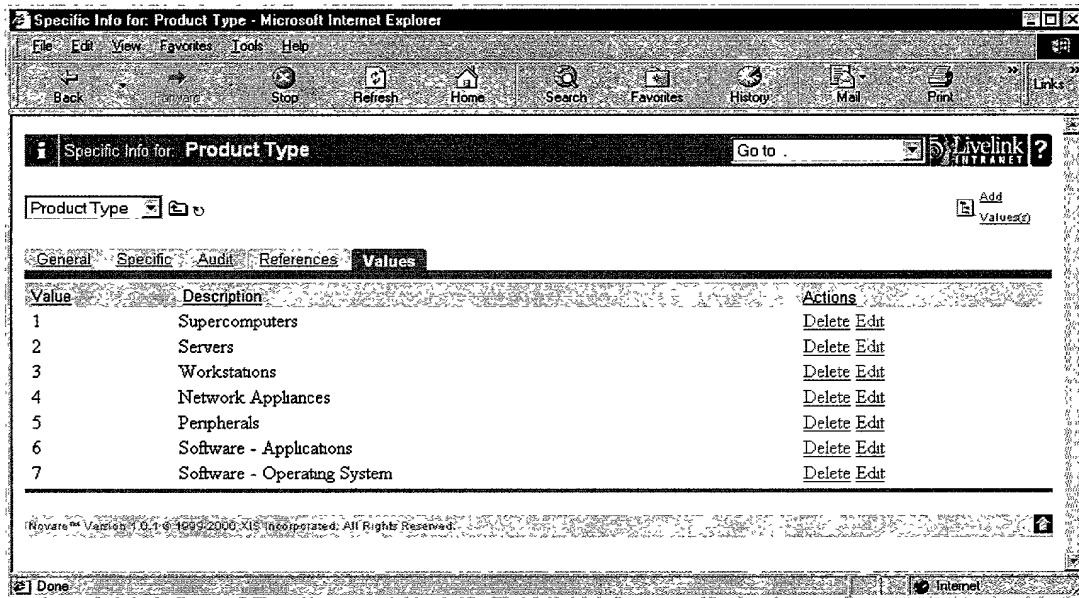


FIGURE 49. CODE'S VALUE SET

31/31

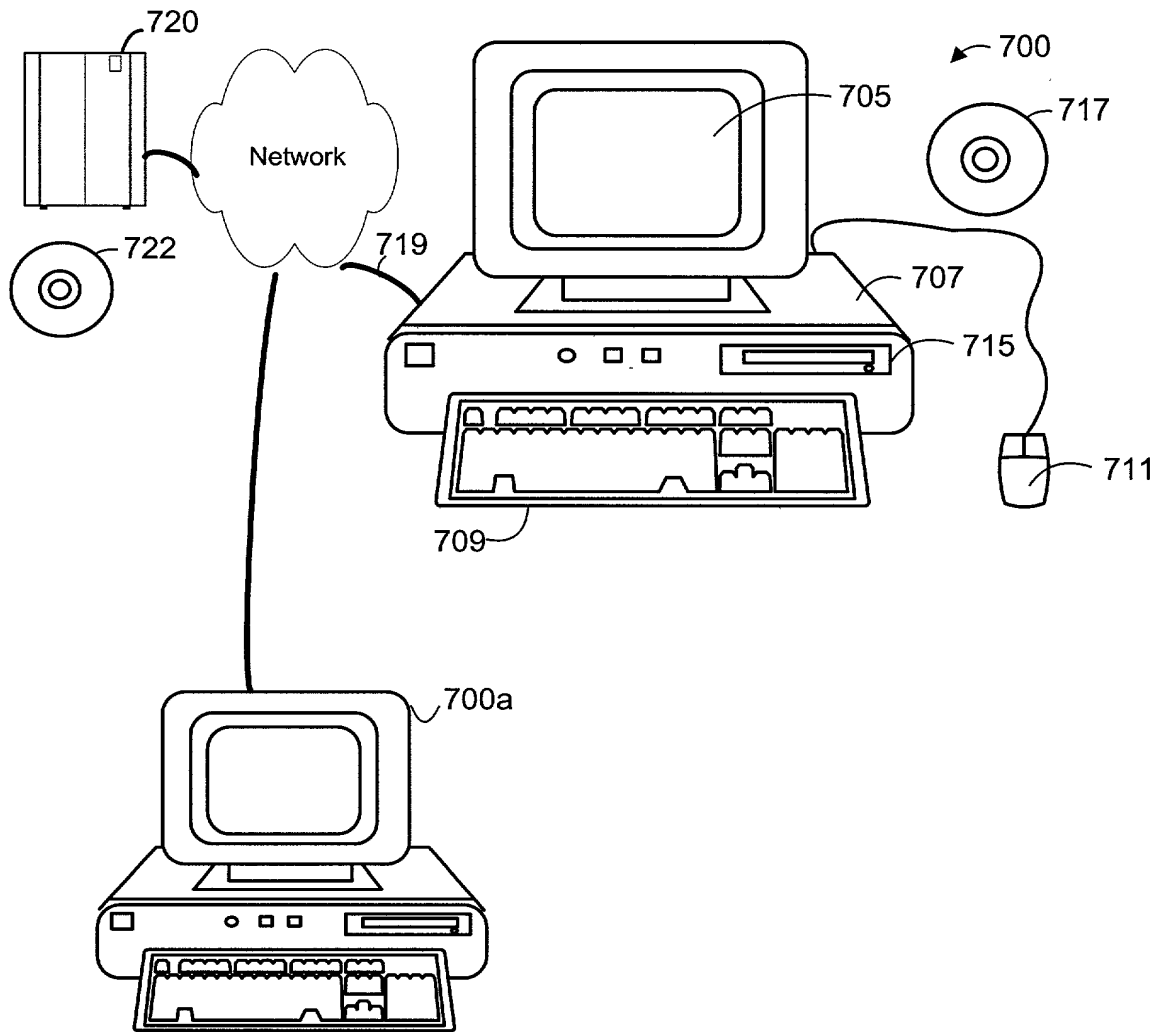


FIGURE 50.